A Recommendation for
Online Public Relations Tools
to Create an Accurate Image of NAG among the
NAG's Clients
for the CEO of NAG Administrateurs &
Adviseurs Fred Oldenhuizing

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Graduation Assignment

A Recommendation for Online Public Relations Tools to Create an Accurate Image of NAG among the NAG's Clients for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing

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Executive Summary

The recent developments of the new media technology force companies to adjust their internal and external communication. Online communication becomes a very useful and a necessary tool to attract clients and maintain relations with them. It becomes an integral part of Public Relations and influences the perception of the image of an organisation by its clients.

NAG Administrateurs & Adviseurs is an accounting and consultancy company. It is focused on the long-term relations with the clients. The company values sense of loyalty, trust and professionalism in serving its clients, and works in close cooperation with them. The CEO of NAG Fred Oldenhuizing asks to provide a recommendation for online Public Relations tools that can present the company online and help in building and maintaining online relations with the clients. The recommendation should contribute to an accurate image perception of NAG by its clients.

The research objective of the project is to make a recommendation for online Public Relations tools to create an accurate image of NAG among the NAG's clients for Mr. Oldenhuizing by providing an opinion overview of the short-term and long-term clients of NAG regarding the current relations with and image of NAG these clients have and how online Public Relations can influence their perception of the image of NAG with the use of the semi-structured interviews.

Theoretical findings on Public Relations show that the main goal of PR for an organisation is to build relations with clients. It contributes to better establishment and achievement of the organisational objectives and satisfaction of the clients with the organisation, which results in their positive recommendation about it. Online Public Relations tools as a Website and Social Media platforms are used to build and maintain the long-term relations with the clients. These tools are useful to communicate with the clients in a fast, easy and effective way. They indicate that an organisation is up-to-date and contribute to its competitiveness. Image of an organisation is usually managed through the corporate communication of an organisation in an informative, persuasive or a dialogue way. The clients usually perceive the image of an organisation on the basis of the available to them

information. An appropriate choice of online PR tools and the relevant messages can contribute to an accurate image perception of an organisation by its clients.

Eleven clients of NAG, among which five are the short-term and six are the long-term clients, are interviewed for the purpose of the research project. The short-term and long-term clients of NAG are approached for the primary data collection. The opinions of these two groups of clients give the valuable views on the current relations with and image of NAG they have. These opinions also contribute to exploring how online Public Relations can influence their perception of the NAG's image. These opinions vary due to the nature and history of the clients' cooperation with NAG. The similarities of the opinions of two groups of clients are used to draw a final recommendation.

The opinions of the short-term and long-term clients are collected with the use of the semi-structured interviews. The questions are based on such dimensions of measuring the relationships between an organisation and its clients as trust, commitment, openness and dialogue. Both groups of clients are also asked about the image they have of NAG with regard to the information they know about the company, the way of communication between them and NAG and how online Public Relations can influence their perception of the image of NAG in an accurate way.

The results of the interviews show that the short-term and long-term clients are satisfied with the current relations with NAG. Both groups of clients trust the company, and will trust it with regard to its online presence, if the description of the products and services and the contact details are present. Both groups also state that their relationship with NAG is open in sharing information, and information on an online medium should be relevant and useful for the clients. The short-term and long-term clients feel committed to NAG as it tries to build long-term relationships with them. They will keep their commitment to NAG as present online, if an online medium is client-oriented and the personal details of the clients are kept confidential. The image they have of the company corresponds to what NAG states on its Website. The short-term and long-term clients prefer to use the Website and Social Media platforms of NAG with a dialogue way of communication. They also wish to have online informational feeds and tailor-made newsletters regarding the topics of

accounting, finances and law from NAG. Both groups of clients are of the opinion that NAG should be persuasive in advising and informative in making the newsletters and maintaining the informational feeds online.

A recommendation consists of three online Public Relations tools that can help to build and maintain the long-term relationships with the clients, show that NAG is up-to-date with the new media technology, offer confidentiality of the clients' data and an interaction regarding a dialogue way of communication, serve as a competitive advantage for NAG, and as a result, contribute to an accurate image perception of NAG among its clients. These recommended tools are:

- Website Communication and Log-In page for a Client
- Social Media Communication: Facebook and LinkedIn Platform of NAG
- Tailor-Made Newsletters, tailored individually for a client and/or with a focus on a certain expertise of NAG

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Chapter 1. Introduction to Research Project

The particular research project is conducted as a part of the graduation project for Hanze University Groningen and NAG Administrateurs & Adviseurs. The aim of the research project is to provide a recommendation for online Public Relations tools to create an accurate image of NAG among the NAG's clients for the CEO of NAG Fred Oldenhuizing.

1.1 Project Context

The value of Public Relations is in how an organisation establishes and maintains relationships with its clients (Hon & Grunig, 1999). Technological progress shows a transfer from a Website that provides hard copy publications to a medium that contains not only a wider range of information about an organisation, but also serves as an interactive tool for establishing and maintaining relations with the clients (Cambell & Beck, 2004). Social Media landscape presents a range of online communication tools that any organisation can use to attain certain communication purposes, such as publishing, sharing, discussing and networking (see Appendix 6, p. 64). Social Media is a revolutionary communication tool that is used by 50 per cent of people under the age of 30 globally, by 93 per cent of the world marketers for the business' purposes, and the informational content of which is trusted by 86 per cent of all the population in the world (Slim, 2012).

According to the CEO of NAG Fred Oldenhuizing, the financial crisis of 2008 has had an influence on the bankruptcy of many small-sized businesses in the region of Groningen, which are sold to the large corporations. As a result, these large corporations hire young entrepreneurs, who are more familiar with the new media technology. More and more companies use online media and realise the value of it for business communication. Online communication and such Social Media platforms as Facebook and LinkedIn can make a first push towards creating a business network. Online communication mediums offer contact information and profile of a company, are an easy and fast way for establishing international connections, and link various online platforms of the company to each other. Mr. Oldenhuizing states that traditional advertisement is usually considered as a negative feature for the image of an accounting company, because it threatens the level of the data confidentiality of

the company's clients. De Commercieele Club Groningen is one of the largest commercial clubs in the Netherlands that was established in 1946. Its aim is to provide an opportunity for the large companies and institutions as well as ministers, celebrities, banking and industry executives to represent themselves, build relations and networks for the welfare of their businesses and regions of operations. (De Commercieele Club Groningen) NAG is not a member of such a commercial club and is only a member of MKB Nederland, with regard to the communication activity as community involvement. MKB Nederland is a network for small- and medium-sized enterprises that does not bring any useful connections to NAG according to Mr. Oldenhuizing. The new media developments cannot be ignored and force companies to adjust their operations to these developments and consider the value of online media for business. (see Appendix 14, p. 74)

With the increase of the new media developments, NAG faces some challenges in responding timely and sufficiently to the fast moving technological progress and applicability of online media within the company. NAG uses traditional channels of communication such as phone calls, e-mails and face-to-face communication in approaching their clients. (see Appendix 2, p. 59) The established Website of NAG does not provide the relevant information about the company and contain any functions for communication with the clients online as well as any media content about the company (see Appendix 9, p. 69). The future operations of NAG are at risk, as the company needs to be up-to-date with the technology to remain competitive on the market of its operations, while satisfying the needs of the online media era and its generation of clients.

According to Mr. Oldenhuizing, it is necessary to utilise the existing Website of NAG and establish Social Media communication to introduce the company online appropriately and to build online relationships with the clients additionally to offline communication. This can impact the way NAG is seen by its clients – influence the image perception of NAG by its clients. The aim of Mr. Oldenhuizing is to establish online communication mediums that are easy to access and use, informative and interactive, and reflect the tendencies of the current developments of online media communication.

1.2 Organisational Context

NAG Administrateurs & Adviseurs is a medium-sized accounting and consultancy company located in Groningen, the Netherlands. Although the mission and vision of the company are not formulated clearly, there are some facts known about NAG. The company was established in 2004 and provides such services as accounting, consultancy management, audit, and advice on taxation, subsidy, legacy, and finances. NAG delivers annual reports and advices in close cooperation with the clients, while guaranteeing a maximum control and attention to data and analysis (NAG Administrateurs & Adviseurs). The main focus of NAG is the Dutch market within the fields of construction and trading. The company also has the clients within the areas of ICT, medical care, restaurant and hotel business, agriculture, consultancy and entrepreneurship. NAG mainly focuses on the long-term relationships with the clients, which on average lasts for five to ten years. The shortest contract with a client can be established for one to five years. NAG strives to create a large and stable database of clients and to make profit, valuing sense of loyalty, trust, quality, reliability, simplicity, professionalism and ICT technologies in delivering the modernised services and treating each client equally. (see Appendix 2, p. 59)

According to the CEO of NAG Fred Oldenhuizing, NAG does not use online media communication for establishing and maintaining relations with its clients. In order to satisfy clients and their needs in the era of new media, it is necessary to be able to adjust the operations of the company to the technological developments of online communication. This can have an impact on the image perception of NAG by its clients.

Mr. Oldenhuizing asks to provide a recommendation for online Public Relations tools with a focus on the online media era and its new generation of clients. He wants to introduce the company online, and establish and maintain relationships with clients through the Website and Social Media platforms in addition to the traditional methods of communication, used within the company. (see Appendix 2, p. 59) Therefore, knowledge about Public Relations, Corporate Communication and Online Communication is generated, and the opinions of the NAG's short-term and long-term clients with regard to the current relations with and image of NAG they have and

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how online Public Relations can influence their perception of the image of NAG are collected. The analyses of the findings contribute to a recommendation for online Public Relations tools to build relationships with the clients effectively with regard to information, communication and appearance aspects of the tools to create an accurate image of NAG among its clients.

The report is divided into the five chapters. Chapter 2 presents a theoretical background of the project with a literature review and conceptual model. Chapter 3 shows a research design of the project including an objective, a strategy and the methods of the research project as well as the research limitations. Chapter 4 describes the results of the semi-structured interviews, and chapter 5 provides the conclusions of the theoretical and empirical findings of the research project. Finally, chapter 6 presents a final recommendation for online Public Relations tools for Mr. Oldenhuizing.

Chapter 2. Theoretical Background

2.1 Theoretical Framework

The results of the intake-interviews and theoretical findings as a part of the preliminary research contribute to the definition of the following research project areas:

- *Public Relations*
- *Online Communication*
- *Corporate Communication*

A recommendation for online Public Relations tools, which can create an accurate image of NAG among its clients, is provided to the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing. For this purpose, it is of relevance to study Public Relations theory to explore the main goal of PR for an organisation as establishing and maintaining relations with the clients. Knowledge about Online Communication contributes to the exploration of Website and Social Media communication in PR and of the benefits of these online PR tools for an organisation. Corporate Communication theory helps to investigate how corporate communication is used to manage the image of an organisation and what influence online Public Relations have on the perception of the image of an organisation by its clients.

The schematic representation of the Theoretical Framework looks as follows:

Table 1: Theoretical Framework

Public Relations	→	Relations with clients
Online Communication	→	Website & Social Media
Corporate Communication	→	Image of an Organisation
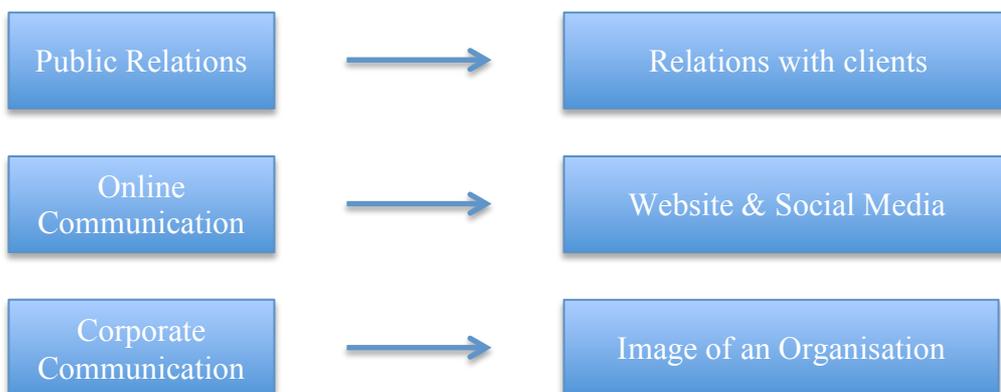
The theories about Public Relations and its goal in building relations with the clients, Online Communication, and in particular Website and Social Media communication, and Corporate Communication regarding the image of an organisation are explored. The findings answer the theoretical questions of the research project (Chapter 3, Research Design, p. 28). These findings further support the empirical findings of the research project and together provide a basis for a final recommendation.

Public Relations: Relations with Clients

Organisations are usually in a need of a Public Relations strategy at times when the decisions of the internal management of an organisation can have an impact on its targeted external publics, such as clients, behaviour of which can, in turn, have some consequences for an organisation. For this purpose, the strategic relationships with the clients are nurtured to be beneficial for the decision-making of the organisation and satisfying for its clients. (Hon & Grunig, 1999) The Public Relations practitioners define the relationships between an organisation and its clients as symbolic, if these are built on communication and derived from the behaviours of the organisation and its clients. They state that these relationships influence the image of an organisation. (Ledingham, 2003) As a result, effective communication that consists of the relevant messages disseminated by an organisation can impact the image of an organisation in an accurate way.

Macnamara (2005) defines Public Relations as "the art of social science in analysing trends, predicting their consequences, counselling organisation leaders, and implementing planned programs of action which will serve both the organisation and public interest" (p. 15). He also states there are two main steps in any Public Relations strategy. The first step is the identification of the key organisational publics, with whom the relationships are to be established and maintained. It is necessary to analyse the targeted publics, in order to choose an appropriate channel of communication to approach them. The second strategic step is the choice of a communication tool to be used to reach the targeted publics and objectives of an organisation. For this purpose, various PR methodologies, such as news releases, conferences, newsletters, annual reports, brochures, events, videos and multimedia, tours and open days, intranet,

exhibitions, policy documents and Websites are used. Grunig's two-way symmetrical model of communication is considered to be the most useful in communicating with the clients. (Macnamara, 2005) It includes mutual understanding of the two parties involved in a communication process and seeks for the evaluation of this process, while guaranteeing the balance of the message exchange.

According to Ledingham (2008), there are five phases of Public Relations. The first phase is the importance of the concept of relationship in Public Relations. The second phase is the management function of Public Relations that includes not only the communication activity and production of the messages, but the nurturing and maintenance of the affairs with the clients. The fourth phase is the exploration of the relations between an organisation and its clients and how this influences their awareness, perception, attitude and behaviour that they have towards an organisation. The fourth phase is concerned with a mutual achievement of the organisation's goals. (Ledingham, 2008) The final fifth phase is about "stewardship" in Public Relations, which means a continuous process of monitoring and nurturing of the organisation-clients relations (p. 227). The more an organisation listens to its clients and adjusts its course of action accordingly, the better its decisions are and the less it has to persuade its clients in these decisions. Therefore, the organisation performs more effectively, when it has identified the relevant clients and made the appropriate communication efforts. This, in turn, contributes to the development and maintenance of the beneficial long-term relationships between an organisation and its clients. (Hon & Grunig, 1999)

The main goal of Public Relations for an organisation is building and enhancing the long-term relationships with its key publics - clients. It is also important for an organisation to measure its relationship with the clients. There are six main dimensions of building an organisation-clients relationship, on the basis of which the relationship can be measured. These dimensions are: control mutuality – how parties of a relationship control and influence each other; trust – how confident each party to be open to another, and consists of integrity - being fair to another party, dependability - to believe that another party will fulfil its promise, and competence of a party to be able to do its promise; satisfaction – depends on the level of positive expectations from each other; commitment – the degree of each party to believe in the

maintenance of a relationship and consists of continuance – action, and affection – emotion; exchange and communal relationships, which are about providing benefits to each other in a relationship and to other third parties of a relationship accordingly. (Hon & Grunig, 1999) As a result, an analysis of such measurement criteria can contribute to the modification and maintenance of the organisation-clients relationship.

There are also six ways of maintaining relationships between an organisation and its clients. According to Hon & Grunig (1999), these elements are: access – publics are allowed to have access to the organisational decision-making process; positivity – a relationship should bring joy to both parties involved in a relationship; openness – how thoughts and feeling are shared between the parties of a relationship; assurances – the degree of confidence in maintaining a relationship with each other; networking – same network groups of an organisation and its clients; sharing of tasks – shared problem-solving of two parties of a relationship.

The effectiveness of any organisation's Public Relations' efforts is also dependent on the supportive behaviour, attitude and beliefs of the organisation's clients. It can be as a result of the clients' attention to the organisational media. The positive effects of a word-of-a-mouth communication are shown in a recommendation of one client of an organisation to others, and may result in the increase of the clients. Satisfaction of the clients with an organisation leads to recommending it to others and is a result of a positive communication. Clients are usually exposed to those messages from an organisation that coincides with their beliefs and attitudes. The other important aspect of the effective Public Relations is an identification of the clients with an organisation. (Hon & Grunig, 1999)

Online Communication: Website and Social Media

Web can be used to create a proactive publicity for an organisation, reactive crisis management programmes, and to build and maintain relationships with the publics. It is also useful in finding out what others say and think about an organisation. It gives an opportunity for the clients of the organisation to evaluate its operations and provide

feedback and is also beneficial for an organisation while helps to define whether the actions it takes influence the behaviour of the targeted clients and worth of effort. (Paine, 2002)

Hill & White (2000) say that the Public Relations practitioners are sure that a Website has an ability to make an organisation competitive, enhance its image and a PR practitioners' professional sense of self. The organisations that do not use a Website are perceived as more negative than those that have it. Moreover, a Website of an organisation shows that an organisation and its employees have technological skills, which is very good for creating a positive attitude towards the organisation. A Website also contributes to the market competitiveness of an organisation as a feature of being up-to-date with the developments of communication technology. It is also found that Website communication requires a staff to work on it, in order to maintain an appropriate functioning and effective use of it. This staff can be part-time employed. There are some thoughts that a Website brings threat to the face-to-face communication. Nevertheless, there is another stronger notion that it only enhances face-to-face communication as it brings e-mailing as an addition to a personal direct contact. It is also useful to operate internationally, and it saves costs and time for contacting persons locally and all over the world. The quality control on a Website is important as it is considered to reflect the image of an organisation. (Hill & White, 2000) Such features of Website communication as a content and layout should be maintained and made appropriately to present an organisation sufficiently online.

Many Public Relations professionals consider Website communication to play an important role in how clients perceive an organisation and to have an impact on the degree of loyalty they have towards it. In order to communicate effectively with the use of a Website, it is necessary to know what are the experiences of the clients with it. The study the Website Experience Analysis (WEA) defines five major dimensions of the relationship building between and organisation and its clients on the Internet. These dimensions are: trust – regarding the Website's information about an organisation's background, history and values, and the visual appearance of it; commitment – whether the clients decide to maintain relations with an organisation based on the availability of the contact information and the client-orientation of its Website; involvement – such as social responsibility, community involvement, and

other activities that are concerned with an organisational investment of the resources into the welfare of others; openness – what kind of information an organisation is willing to share with the clients, and its quantity and quality; and dialogue – whether an organisation listens to its clients with regard to the two-way communication process. (Vorvoreanu, 2008)

DiStaso, McCorkindale & Wright (2011) have come to a conclusion that executives within the organisations see it as a challenge to utilise Social Media. The Public Relations practitioners use Social Media as a tool for a company to reach its clients. A study conducted by Wright and Hinson in 2010 on how Social Media is perceived and measured by the organisations shows that Facebook and LinkedIn are considered to be the most important tools for social networking used by the companies. An increasing importance of Social Media makes many companies understand the value of Social Media communication and adjust its communication activities to it. Social Media influences the relationships between a company and its employees, clients, media and any other party affected by its activity or that can affect the company. Social Media helps to communicate faster, easier and more efficient. It is important to be aware of how to use Social Media tools appropriately and to evaluate its results. This requires having enough staff that can utilise Social Media within a company as a strategic tool to benefit the company's operations and also to measure its effectiveness, which is beyond the amount of followers and likes. (DiStaso et al., 2011)

Many companies use Social Media to communicate with the clients and to get a greater insight into the market of its operations, its competitive environment, its clients and employees. It is considered to be the "cost effective way to receive greater reach for research and timely targeted dialogue" (p. 327). DiStaso et al. (2011) also say that it forces organisations to conduct Social Media trainings that can teach employees not only how to use Social Media tools, but also to understand what tools are appropriate, and to measure their effectiveness. It is also important that companies are prepared to adjust to the fast moving developments of online communication technology, and are ready to deal with the changes that each day can bring into the Social Media.

Corporate Communication: Image of an Organisation

Cornelissen (2012) defines corporate communication as " a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent" (p. 5). He also gives a definition of stakeholders as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (p. 8). This concept is one of the major in corporate communication and is concerned with the environment of an organisation as consistent of the publics and markets (Cornelissen, 2012). The publics can refer to the clients of an organisation, on whom all the organisation's communication efforts are aimed.

Corporate communication usually involves image management. Corporate image management is a symbolic communication that has an influence on the clients' perceptions of an organisation. It is the process of creating and representing a certain desired image of an organisation to its clients. (Cornelissen, 2012) Corporate image is "the immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time" (p. 8). Corporate communication can be presented as a process from awareness of the clients of an organisation about it, to commitment of them to the organisation. This process also involves such stages in between as understanding and involvement (see Appendix 10, p. 70).

Furthermore, an organisation can use different ways of communication with its clients. These are divided into the three categories: an informational, a persuasive and a dialogue strategy (see Appendix 11, p. 71). The most effective is a dialogue strategy as it provides a possibility of a two-way symmetrical communication between an organisation and its clients. This means that both parties are engaged in a conversation and are able to exchange their ideas, opinions and be involved in the mutual decision-making and problem-solving process. An informational strategy is aimed at informing, and a persuasive strategy serves a purpose of changing the attitudes and behaviours of the clients to benefit an organisation. Collaboration with

the clients is usually based on the dialogue strategy and it seeks to build long-term relationships with the clients, while trying to find common interests between an organisation and its clients. (Cornelissen, 2012)

Moffit & Williams (1997) define corporate image as "the result of a dual process of corporate image production by the organization and audience consumption by the populations and publics that relate to the organization" (p. 239). With regard to this definition, Public Relations communication efforts are seen as persuasive as aimed at influencing the perceptions of the clients of an organisation about its image. These perceptions can reflect the historical events, media experiences, visual factors and society aspects that relate to the clients. The clients form their image of an organisation based on the information available to them. Therefore, in order to target a varied and large audience of clients, the messages have to be formulated with regard to the different interests and views of the important targeted clients. These messages should be sent as often as possible to maintain the attitudes and control the behaviours of those clients. Moreover, the various images held by the organisation's clients should be evaluated to communicate effectively and appropriately to them and to make sure that all the necessary clients are included in this communication. (Williams & Moffit, 1997)

Companies recognise the value of the image management as it has a competitive asset for an organisation, and is also strategically important to maintain relationships between an organisation and its clients. There are an intended image and a prominent image to be distinguished. The first image serves the purpose for an organisation as being recognised by the targeted clients with regard to its field of operations, and products and services, and the other image is aimed at an organisation as being recognised by the organisation's clients and a larger audience, for example a financial community, while focusing on a certain professional expertise. (Gray & Balmer, 1998)

 "A strong image can be built through a coordinated image-building campaign that encompasses a formal communication system - name, logo, signage, corporate advertising, and public relations" (p. 696). Many organisations put many efforts and expenses into building the favourable images among its clients. There are many tools

that are used to communicate about the image. These tools are Public Relations, advertising, event sponsorships, sales promotions, shareholder communications, and the most recent one - Website communication. The Web pages give a possibility for a two-way corporate communication. The Websites are used within the organisations to communicate with their internal and external publics, such as employees and clients. (Connolly-Ahern & Broadway, 2007) "Corporate Web sites may also benefit by utilizing the emerging personalization capabilities of the Internet medium to build associations with all kinds of audience, enhancing corporate image among relevant publics" (p. 345).

2.2 Conceptual Model

As a result of the literature review, the following concepts are defined and the relationship between them is further represented schematically in the Conceptual Model (see Table 1.1, p. 23):

- *Online Public Relations Tools*
- *Perceived Image of an Organisation by its Clients*

The schematic representation of the Conceptual Model looks as follows:

Table 1.1: Conceptual Model
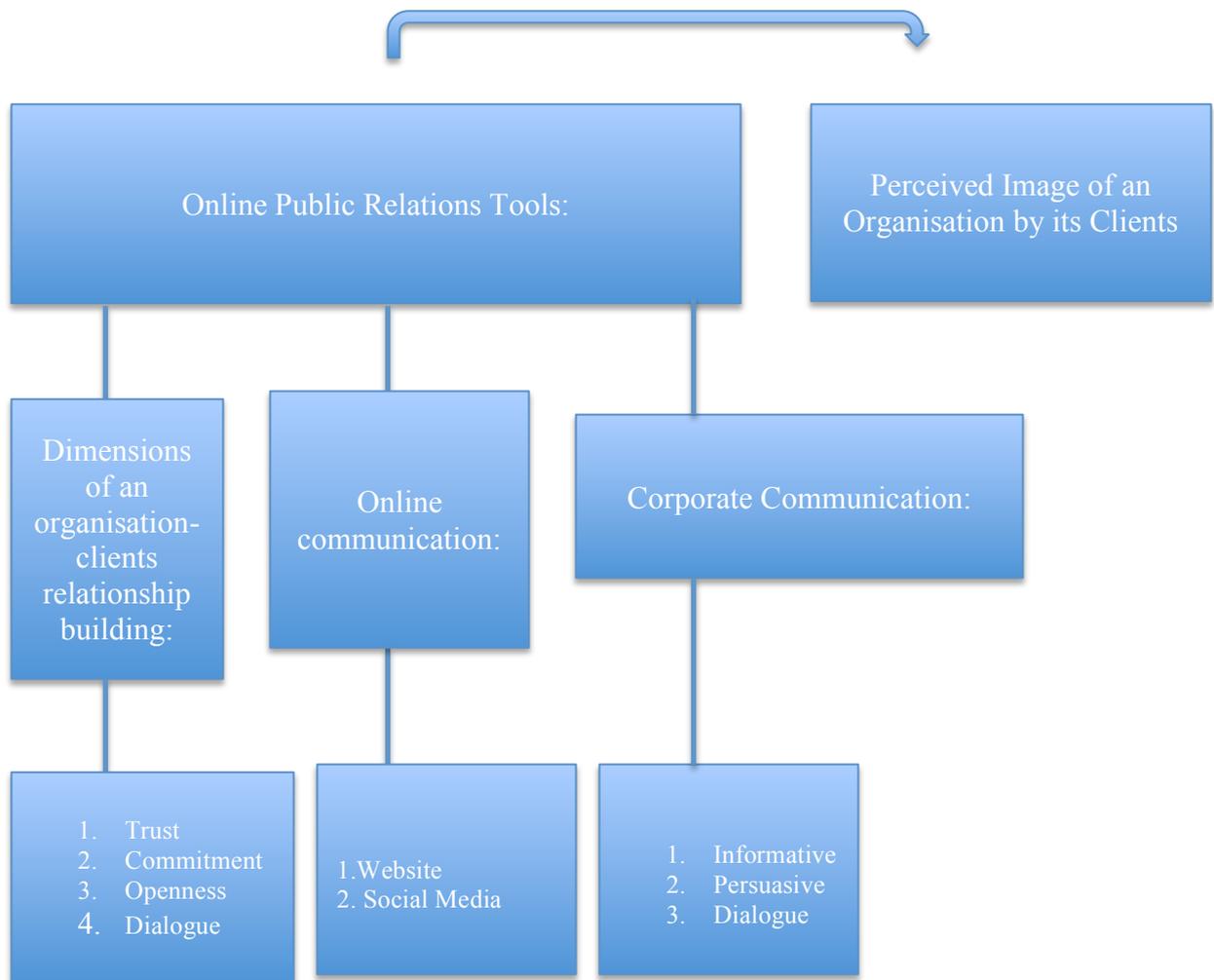
The Conceptual Model reads as follows:

The concepts of *Online Public Relations Tools* and *Perceived Image of an Organisation by its Clients* are brought by the theories on Public Relations, Online Communication and Corporate Communication. The dimensions of measuring an organisation-clients relationship such as trust and commitment of clients to an organisation and openness and dialogue between an organisation and its clients determine the tools of online Public Relations. Online PR tools are also defined by the corporate communication efforts of an organisation towards its clients, which can be made in an informative, persuasive or a dialogue way. These tools are concerned with online communication and, in particular, with Website and Social Media

communication. The image of an organisation is dependent on online Public Relations tools. Online Public Relations tools have an influence on the perception of the image of an organisation by its clients as they determine the way the organisation builds relations with its clients online.

Chapter 3. Research Design

3.1 Research Objective

The research project is conducted with a practice-oriented research that is focused on the problem definition and exploration within NAG Administrateurs & Adviseurs. The practice-oriented research develops theoretical knowledge and is relevant to the research project for NAG. It serves a purpose of creating an accurate image of NAG among its clients with a recommendation for online Public Relations tools. (Verschuren & Doorewaard, 2010)

The research project applies a diagnostic, particularly opinion, research. (Verschuren & Doorewaard, 2010) The opinion research is used to explore the opinions of the short-term and long-term clients about the current relations with and image of NAG they have and on the influence of online Public Relations on their perception of the image of NAG.

According to Verschuren & Doorewaard (2010) the research objective consists of the two main parts: external goal – which is the "contribution" of a particular research project to solving the defined problem - "the aim of the research", and internal goal, which describes how this "contribution" is to be made - "the aim within the project" (p. 38). Therefore, the research objective is the collection of the theoretical knowledge and opinions of the NAG's short-term and long-term clients that contribute to the development of a recommendation for online Public Relations tools to create an accurate image of NAG among its clients for the CEO of NAG Fred Oldenhuizing and reads as follows:

The objective of the research project is to make a recommendation for online Public Relations tools to create an accurate image of NAG among the NAG's clients for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing by providing an opinion overview of the NAG's short-term and long-term clients regarding the current relations with and image of NAG they have and influence of online Public Relations on their perception of the image of NAG with the help of the semi-structured interview data collection technique.

3.2 Research Framework

Research framework is an important stage between the formulation of the objective and research questions. It is "a schematic representation of the research objective" that "includes the appropriate steps that need to be taken in order to achieve it" (Verschuren & Doorewaard, 2010, p. 65).

The schematic representation of the Research Framework looks as follows:

Table 2: Research Framework
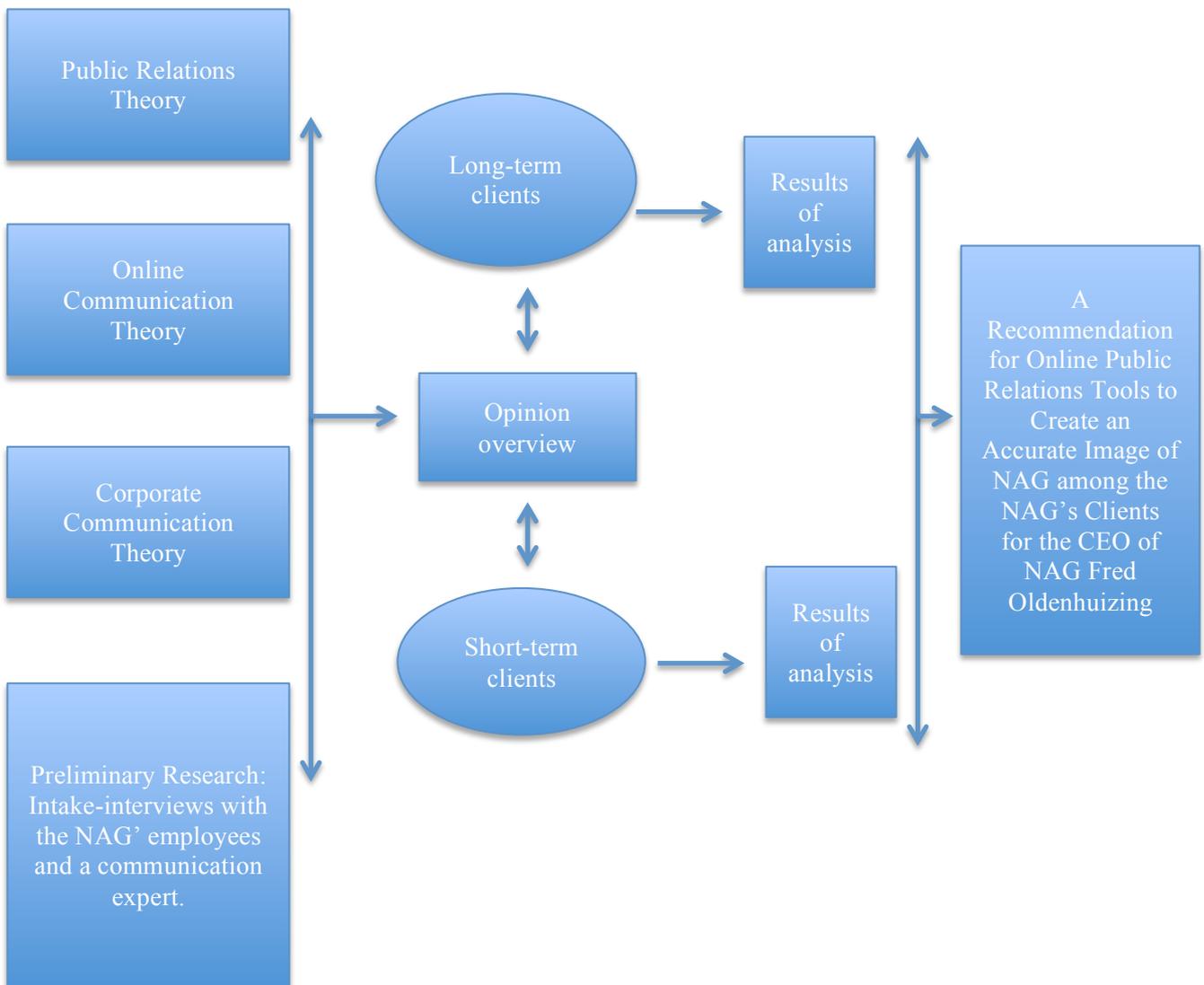
The Research Framework reads as follows:

Studying the literature about Public Relations, Online Communication and Corporate Communication, interviewing the NAG's employees and a communication expert provide a criteria for the opinion overview, by means of which the opinions of the NAG's short-term and long-term clients regarding the current relations with and image of NAG they have and influence of online Public Relations on their perception of the image of NAG are to be collected. A confrontation of the results of the two analyses concludes with a recommendation for online Public Relations tools to create an accurate image of NAG among the NAG's clients for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing.

The research framework presents the two main objects of the research project, namely the short- and long-term clients, which are used to collect the opinions about the current relations with and image of NAG they have, and influence of online Public Relations on their perception of the image of NAG. The long-term clients are those that work with NAG for more than five years, and the short-term clients - for one to five years. The short-term and long-term clients of NAG have businesses within the fields of construction, trading, advice, healthcare, entrepreneurship, service, consultancy, and information technology. All of the clients are the directors of the companies they work in. The opinions of both groups of clients are relevant, as two groups can present the different views about NAG, which are based on the nature of their relationship with the company and determined by the history of their cooperation. This influences their perception of the image of NAG. The opinions of two groups of clients are collected and analysed to provide Mr. Oldenhuizing with a recommendation that, as a result, can create an accurate image of NAG among its clients.

3.3 Research Questions

A set of the research questions is formulated to define the knowledge necessary to reach the research objective. The central questions are derived from the research framework, whereas the sub-questions are developed from the central questions with the use of the corroborative types of knowledge. The research project is aimed at

providing descriptive knowledge. (Verschuren & Doorewaard, 2010) This type of knowledge helps to describe the current state of the relations with and image of NAG that its short-term and long-term clients have, and the influence of online Public Relations on their perception of the image of NAG.

Central questions of the research project, derived from the Research Framework, and corresponding sub-questions read as follows:

1. *What is known from the theories on Public Relations, Online Communication and Corporate Communication about how to build relations with the clients with the use of online communication, and how it can influence the perception of the image of an organisation among its clients in an accurate way? (theoretical question)*

1.1 *What does Public Relations theory teach us about how to build and maintain relations between an organisation and its clients?*

1.2 *What does Online Communication theory teach us about how to use Website and Social Media communication in Public Relations?*

1.3 *What does Corporate Communication theory teach us about how image is formed and what influence online Public Relations can have on the perception of the image of an organisation by its clients?*

2. *What are the opinions of the NAG's short-term and long-term clients about the current relations with and image of NAG they have and how online Public Relations can influence their perception of the image of NAG in an accurate way? (empirical question)*

2.1 *What is the opinion of the NAG's short-term clients about how NAG builds relations with them and how they would like to build relations with NAG online?*

2.2 What is the opinion of the NAG's short -term clients about the current image of NAG they have and how online Public Relations can influence their perception of the image of NAG in an accurate way?

2.3 What is the opinion of the NAG's long-term clients about how NAG builds relations with them and how they would like to build relations with NAG online?

2.4 What is the opinion of the NAG's long-term clients about the current image of NAG they have and how online Public Relations can influence their perception of the image of NAG in an accurate way?

3. What are the main similarities and differences between the opinions of the NAG's short-term and long-term clients about the current relations with and image of NAG they have and the influence of online Public Relations on these? (analysis question)

3.1 What are the similarities and differences of the opinions of the NAG's short-term and long-term clients about how NAG builds relations with them and how they would like to build relations with NAG online?

3.2 What are the similarities and differences of the opinions of the NAG's short – term and long-term clients about the current image of NAG they have and how NAG's online Public Relations can influence their perception of the image of NAG in an accurate way?

3.4 Research Strategy & Methods

The research project is carried out with the use of the depth research that includes the less generalised data and minimises the level of uncertainty (Vershuren & Doorewaard, 2010). The desk research strategy is applied to collect the secondary data. The primary data collection is implemented with the case study strategy. This strategy allows exploring the research context in-depth and does not imply the evident boundaries between the phenomenon and context, within which it is studied (Saunders, 2009). The research project utilises the triangulation of resources and includes interviews, meetings and the content analysis of the Website of NAG (see Appendix 9, p. 69). (Verschuren & Doorewaard, 2010) The semi-structured interviews are applied to collect the primary data for the purpose of the research project (see Appendix 15, p. 75). Application of this technique allows flexibility during the interview, and questions can vary from an interviewee to interviewee, although a preliminary order is predetermined. The responses are collected by the interviewer in a typing form and recorded digitally for the better quality and accuracy of the data. (Saunders, 2009) The qualitative semi-structured interviews are useful in gathering the reasoned opinions, attitudes and behaviours of the short-term and long-term clients of NAG.

The opinions of the clients about the current relations with NAG are collected with regard to the Hon & Grunig's (1999) dimensions for measuring Public Relations in an organisation. These elements are: trust with regard to such information about a company on an online medium as values, background, history and how it is visually presented; commitment that shows whether the clients are willing to maintain relations with an organisation based on the contact details provided on an online medium, and how client-oriented the medium is; openness as an indicator of the quality and quantity of information that a company presents online; dialogue between an organisation and its clients, which is shown through the listening and understanding and as a two-way communication process.

The relations of the short-term and long-term clients with NAG are also evaluated on the basis of the rules of online Public Relations building that Vorvoreanu (2008) offers (see Appendix 13, p.73). These rules include: the layout of an online medium

that represents an organisation and contains information about it; the contact information that motivates clients to interact with an organisation; how easy it is to access a medium and information it contains; the level of the identification of a client with an organisation that is usually based on such visual and digital aspects of an online medium as videos and photos, and graphics, which represent the general colour palette, and what associations the clients have when they visit the medium; the presence of any additional activity on a medium that an organisation states to do and that can be appreciated by the clients.

The content analysis of the Website of NAG and intake-interviews in the beginning of the research project show that there are no clear formulated vision and mission within NAG. In order to collect the opinions about the current image of NAG that its clients have, the short-term and long-term clients are asked about what they know about NAG, what is the way of communication between them and NAG, and how online Public Relations of NAG can be used to create an accurate image perception of NAG among the NAG's clients.

The secondary data are collected with the help of the literature survey and existing knowledge from Public Relations, Online Communication and Corporate Communication theory, and the preliminary research that includes the intake-interviews with the employees of NAG and a communication expert from Brand Communications (see Appendix 4, p. 62). The data collected from the books and scientific articles are helpful in answering the research questions and providing a different perspective to the topic of the research project.

The non-probability sampling technique was applied to choose a sample for interviewing as it was not statistically inferred from and cannot be applied to the general population, and consists of the NAG's short-term and long-term clients. The research is implemented with the purposive sampling technique, and the sample is chosen regarding the project context of NAG. The heterogeneous sampling strategy is useful to collect the data on the current state of the relations with and image of NAG its both groups of clients have, and influence of online Public Relations on their perception of the image of NAG. It contributes with the similar valuable views of the NAG's short-term and long-term clients to the formulation of a recommendation for

online Public Relations tools that can create an accurate image of NAG among its clients. (Saunders, 2009) Specific attention is paid to the similarities in the opinions, and these opinions serve as a basis for writing a final recommendation to Mr. Oldenhuizing.

3.5 Research Limitations

The research project is limited to the four months of implementation. This sets the time frames for delivering the Research Proposal, collecting the secondary data, conducting the semi-structured interviews for the primary data collection, drawing the final conclusions and formulating a recommendation (see Appendix 7, p. 65). A choice of the clients' sample is based on the ability of a client to speak English and on the location of a clients' company within the Groningen area for the possibility of a face-to-face meeting. The questions of the semi-structured interview are considered as difficult for understanding for some of the interviewees. Therefore, an additional explanation is provided to the interviewees by the interviewer during an interview meeting. Furthermore, NAG has no experience in online communication activities. This requires a researcher to be attentive in recommending online Public Relations tools, so they can be acceptable for Mr. Oldenhuzing, the clients and employees of NAG. The information about NAG can be found only on its Website, is provided in Dutch, and contains very broad facts. Thus, the researcher has to conduct the intake-interviews and several meetings with Mr. Oldenhuizing to collect the necessary for defining the problem within NAG data in the beginning of the research project.

Within the given time slot of four months the researcher is able to deliver a recommendation for online Public Relations tools with the use of the diagnosis research. Online Public Relations tools are a part of a Public Relations strategy. This recommendation can serve as a basis for further research on the strategy implementation.

Chapter 4. Research Results

The results of the eleven conducted semi-structured interviews with the short-term and long-term clients of NAG present the answers to the main empirical research question of the research project, which reads as follows:

What are the opinions of the NAG's short-term and long-term clients about the current relations with and image of NAG they have and how online Public Relations can influence their perception of the image of NAG in an accurate way?

The results are divided into two sections, which present the answers of each group of clients separately: short-term and long-term clients. Further in the sections, the results are introduced to answer each of the empirical research sub-questions.

Short –term clients

Five out of eleven clients that were interviewed are the short-term clients of NAG. The companies they work in are Tellus Lighting, De Nieuwelande Groep, Cultureel Maatschappelijk Zorgbureau & Stad En Ommeland Zorggroep, BBA, and IT Next, and represent accordingly the fields of entrepreneurship, consultancy and advice, healthcare, insurance and information technology services fields. These clients work with NAG for the period of one to five years. They got to know about NAG from their colleagues and the previous working experience with the CEO of NAG Fred Oldenhuizing. These clients chose NAG, because they know Mr. Oldenhuizing from the previous working experience, and they consider NAG to be suitable for their companies and accept how NAG approaches them as clients. (see Appendix 16, p. 79)

What is the opinion of the NAG's short-term clients about how NAG builds relations with them and how they would like to build relations with NAG online?
All of the short-term clients state that they trust NAG because it "treats clients fairly", "is open in operations", "takes opinions into account", "keeps promises", and "has experience and professionalism". In order to trust NAG on the Internet, the short-term clients state that background information and the values of an organisation, the description of the products and services, and the contact details are important to be

provided on an online medium. One of the short-term clients consider "how information is organised" to be also important to trust NAG on the Internet. (see Appendix 16, p. 79)

Mr. Kuipers, a director of Tellus Lighting, says that when a company is looking for the new clients it is important that it has an attractive Website. He considers the Websites to make a first impression that influences how the clients perceive an organisation further (see Appendix 16, Transcript 1, p. 79). It also shows that a company is doing "the right thing" as Mr. Stokker, a director of De Nieuwelande Groep, claims (see Appendix 16, Transcript 3, p. 91). Mr. van der Velde from Cultureel Maatschappelijk Zorgbureau & Stad En Ommeland Zorggroep says: "Most important is service and product description, so we know what they are doing." (see Appendix 16, Transcript 4, p. 96) Mr. Bos from BBA states that he only looks on a Website once, in the beginning of cooperation with a company, to read what a company does (see Appendix 16, Transcript 7, p. 112). Mr. Wagenaar from IT Next gives an example: "I am a soft engineer. Probably for a lot of people things are emotional... When I go to a Website or mobile, the information should be clear, the information should be right there. Should be functional." (see Appendix 16, Transcript 10, p. 127)

With regard to what makes all of the short-term clients maintain the relationship with NAG, all five clients answer that "NAG wants and tries to build long-term relationship with you", "I value relationship with NAG more than with other organisation", "I have a long-lasting relationship/connection with NAG". All of the short-term clients say that they know Mr. Oldenhuizing as a person for a long time and know from their colleagues, friends and a previous working experience how NAG does its services, and they are satisfied with it. (see Appendix 16, p. 79) Mr. Kuipers from Tellus Lighting says: "Because I just started my own company for a year. Before I was in the other company and they gave very good and valuable information how to handle it…Taxes and things like this…They also helped me as an entrepreneur, things how to make a company. For me it is also important, I always have contact with Fred Oldenhuizing, I always have contact with the same professional, later on I learned other people in the company …" and work with those epmployees of NAG is as good as with Mr. Oldenhuizing (see Appendix 16, Transcript 1, p. 79).

All of the short-term clients agree that Website communication provides "lack of control over spread of information" - control over a person, who disseminates and posts information, "personalised approach" – what kind of information is made available specifically for a client to feel special, "ease of access to information", "level of quality of an organisation (up-to-date, trustful)". Regarding Social Media communication, all short-term clients agree that it provides "lack of control over spread of information", "personalised approach", "ease of access to information", "constant communication and immediate response". (see Appendix 16, p. 79) Mr. van der Velde from Van der Loo Optiek states that quality is not about a Website, it is about the work NAG delivers to him. Also, in his opinion, there must be persons responsible for the Social Media networks. He says that those clients, who would like to use it, should first agree on the terms of Social Media use at NAG. (see Appendix 16, Transcript 4, p. 96) The short-term clients are not the constant users of Facebook and LinkedIn and consider face-to-face communication to be more reliable and easier. They use a Website to look for the contact information once they start cooperation with a company. (see Appendix 16, p. 79)

All of the short-term clients state that they will keep relationship with NAG if online medium offers "contact information", "ease of use", "client-orientation of the website and social media page". They state that the contact details are important for every client and it is useful to look on a Website for some interesting news about accounting, finances, law. (see Appendix 16, p. 79) According to Mr. van der Velde "I like when the Website is …not different things, but aligned texts, cursive, bold, the way of navigation on the Website, I don't like to click it ten times, I like it when it's not too many different pages on the Website…" and adds that he goes to a Website or a Social Media page to look for a company for cooperation. (see Appendix 16, Transcript 4, p. 96) Mr. Kuipers sees more value in the information on the Internet than in how interactive an online medium that provides this information is. He is interested in going to the Website of NAG if there is some news on accounting, finances and law that may be important and relevant to him as a client. (see Appendix 16, Transcript 1, p. 79) Mr. Bos communicates with NAG with the use of the phone calls, e-mail, and face-to-face communication.

Two out of the five short-term clients put "satisfying client with the best result" as the most important, "satisfying service needs of a client" on the second place, and "satisfying informational needs of a client" as the least important with regard to the client-orientation of NAG to them. They state that NAG has to implement its service – accounting as a priority. Three out of the five short-term clients consider "satisfying service needs of a client" as most important in the client-orientation of NAG to them, then they put "satisfying informational needs", and "satisfying clients with the best result" is the least important for them. They refer to service as the time it takes to implement the work and the response time of NAG to them. Mr. van der Velde states: "Most important I find the time I have to wait for the result, for the service." (see Appendix 16, Transcript 4, p. 96)

All of the short-term clients say their relationship with NAG is open regarding the following organisational information, which NAG shares with them - "service and product description", and regarding the following feelings and thoughts, which means the opinions of NAG on an issue and how NAG feels about the appropriate way to solve it - "engage you in decision-making", "involve you in solving problems". The clients are interested in the advice and information on accounting, finances and law from NAG. They prefer to have a face-to-face contact and discuss the requests, express their opinions and get a professional advice from NAG. The short-term clients prefer NAG to show its expertise. (see Appendix 16, p. 79) Mr. Kuipers says: "First I will ask their opinion, and then I will tell my own, and then I make a decision, if I have to adjust my own opinion. When it's about accounting, I always take an advice, I am not specialised in it." (see Appendix 16, Transcript 1, p. 79)

All of the short-term clients state that NAG "shows interest in listening to you and is engaged in conversation with you". The clients consider Internet communication to be too general and not personal. They prefer to build relations with NAG online if a medium provides a possibility for feedback to NAG on their services and if they can receive an advice from NAG, additionally to a request they make. Most of them use e-mailing and phone communication to contact NAG. (see Appendix 16, p. 79) Mr. van der Velde prefers to be approached more proactively and personally. (see Appendix 16, Transcript 4, p. 96) Mr. Kuipers from Tellus Lighting gives a suggestion: "…so what would be maybe more efficient is a log-in page, where I log in with my client

number, where everything, all the information." (see Appendix 16, Transcript 1, p. 79)

What is the opinion of the NAG's short-term clients about the current image of NAG they have and how online Public Relations can influence their perception of the image of NAG in an accurate way?
The information about NAG collected from the Website and with the help of the intake-interviews with the employees of NAG was presented in a written form to the clients and they were asked to mark as many options as they recognise about NAG. (see Appendix 15, p. 75)

All of the short-term clients know that NAG is an "accounting and consultancy company", and are familiar with its "services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances". They also know that the main focus of NAG is the Dutch market and the fields of construction and trading. The clients state they got to know this information from the "face-to-face communication", "website", and "word-of-a-mouth communication". (see Appendix 16, p. 79) Mr. Kuipers from Tellus Lighting says he was interested in Mr. Oldenhuizing more than in NAG and its history and background in general. He got to know more about NAG later during the cooperation with Mr. Oldenhuizing. (see Appendix 16, Transcript 1, p. 79)

All the short-term clients define the main values of NAG as "loyalty", "trust" and "professionalism". They state that these are shown in the following way: NAG "works in close cooperation with clients". (see Appendix 16, p. 79) Mr. Wagenaar from IT Next notices: "We have a relationship built on trust, of course, but also not everything goes good, sometimes there are mistakes, and we are not always happy with it…What is important, when something goes wrong we can talk about it" (see Appendix 16, Transcript 10, p. 127). All the short-term clients say that this has an influence on continuing the relationship towards the long-term cooperation – "5-10 years" (see Appendix 16, p. 79). However, Mr. van der Velde is uncertain about the further cooperation with NAG as he would like to make an input in the decisions NAG makes for him (see Appendix 16, Transcript 4, p. 96).

All of the short-term clients say that NAG approaches them through the "face-to-face communication", "phone" and "e-mail". All short-term clients would like NAG to send them the newsletters, use Website communication and be a participant of the business fairs. (see Appendix 16, p. 79)

According to all of the short-term clients, NAG communicates with them with the use of "consultation, debate". They prefer to call NAG, when there is a certain issue they have to ask. They are satisfied with the current state of communication with NAG. (see Appendix 16, p. 79)

The wishes of the short-term clients about how to be approached by NAG online are: through "informative messages about developments and news" and "dialogue – possibility to provide feedback and evaluation to NAG". With regard to how the short-term clients want to be approached on the Internet by NAG, they see the relevance of NAG to use Website and Social Media communication for providing information about the company and for interacting with the clients. The short-term clients also wish NAG to send them the newsletters with the use of e-mailing or to put them on the Website of NAG, to establish a client log-in page on the Website, and to use e-mail communication. (see Appendix 16, p. 79) Mr. Stokker notes: "The problem is that nowadays it is necessary for everybody to do Internet. NAG should do everything on the Internet…but it's also very difficult to say everything about Facebook. Now it's difficult for older people of NAG to do the things about Facebook or there are only a few candidates. I don't know LinkedIn, but nowadays millions of people in Holland do LinkedIn" (see Appendix 16, Transcript 3, p. 91). Regarding Social Media and Website communication, Mr. Wagenaar admits that he does not have time for online communication and he would be satisfied with the informative messages on the online medium. (see Appendix 16, Transcript 10, p. 127). Mr. van der Velde says that he uses e-mail to contact NAG and does not see the purpose in using Facebook for this type of communication. He is afraid that the more effort NAG puts into online communication, the more expensive the service of NAG can become. He also states that NAG should be more proactive and send him newsletters about accounting before he gets to know this information himself. The information can be about the developments in accounting, financial news and changes in law. He is also

interested in the additional advices from NAG for his company. (see Appendix 16, Transcript 4, p. 96)

Long-term clients

Six of the eleven interviewed clients work with NAG for a period of six to ten years. These clients are the directors of such companies as Barteling Buizen, Paddepoel Fietsen, Brand Communications, Noveka, Poelstra Machinefabriek, Van der Loo Optiek. These operations of these companies are within the fields as trading, entrepreneurship, consultancy and service. The long-term clients state that they got to know about NAG from the colleagues of their companies, from the previous working experience together in other companies, using the services of NAG and with Mr. Oldenhuizing in particular. They chose NAG for its expertise in accounting and taxation, for the location in Groningen, as they prefer to come to the office sometimes instead of only calling, and also because NAG serves the company a long time before some of the approached directors came in charge of these companies. (see Appendix 16, p. 79)

What is the opinion of the NAG's long-term clients about how NAG builds relations with them and how they would like to build relations with NAG online?
All of the long-term clients state that they trust NAG because it "treats clients fairly", "involves clients in decision-making", "takes opinions into account", "keeps promises" and "has experience and professionalism". All of the long-term clients consider "product/service description and contact details" and "how information is organised" to be the most important to trust NAG on the Internet. The clients say that it is important what kind of information NAG puts on the Internet and that it should be minimalistic, professional and practical, which means - to state only the relevant about NAG information in short sentences and to be presented in a professional and formal way. Visual things are not very important for them, even though they can be attractive. They also prefer to use e-mail and to call in case they have questions. (see Appendix 16, p. 79) Mr. Brand from Brand Communications claims: "I would say what is important to trust them, is how information is organised, what kind of information they give, how they present themselves. Like they have to have a very good story, for an accountant it's important, and because I know them. If I wouldn't

know them, I would say 'okay', very important is the visual aspect." (see Appendix 16, Transcript 6, p. 107)

All of the long-term clients maintain the relationship with NAG because they state: "I have a long-lasting relationship/connection with NAG", "NAG wants and tries to build long-term relationship with you". All the long-term clients work with NAG and know Fred Oldenhuizing for a long time. (see Appendix 16, p. 79) Mr. Brand notices: "Once you are in hands of an accountant, you don't break it easily, because they know everything about you" (see Appendix 16, Transcript 6, p. 107).

All of the long-term clients agree that a Website provides "lack of control over spread of information" and "lack of quality of information" and "ease of access to information". With regard to Social Media, they agree that it provides "ease of access to information" and "constant communication and immediate response". All of the long-term clients do not always trust information on the Internet and are not the constant users of Facebook and LinkedIn. (see Appendix 16, p. 79) Mr. Poelstra from Poelstra Machinefabriek says that Facebook and LinkedIn make things public. He thinks it is always necessary to control what kind information to put on the online medium (see Appendix 16, Transcript 9, p. 122). Mr. Brand adds: "You decide what you put on it. Let's talk about Facebook and LinkedIn. But you don't know what other people do with it, maybe they will send it to your enemy or competitor" (see Appendix 16, Transcript 6, p. 107).

All of the long-term clients consider such features of online communication to be important to maintain relationship with NAG as "access to information", "contact information" and "ease of use". They state that they need the contact details of a company to call or e-mail to a company. All of the long-term clients consider accounting to be a serious field that is complex in its operations, and state that it is not relevant to disseminate personal financial information to the general public online. (see Appendix 16, p. 79) Mr. Brand says: "I think it would be good for them to be on Social Media…because of interaction between a client and a company. Although, they are quite good in maintaining contact with a client" (see Appendix 16, Transcript 6, p. 107). Mr. van der Loo prefers to have an access to his own account on the

Website of NAG, where he can check all the relevant for him and his company information (see Appendix 16, Transcript 11, p. 131).

Three out of six long-term clients define the client-orientation of NAG with them as firstly - "satisfying a client with the best result", secondly - "satisfying informational needs of a client", and thirdly - "satisfying the service needs of a client" (see Appendix 16, p. 79). Mr. Betten thinks that it is all about the end result. He says that the workers can be the good persons, but it is about the job they do (see Appendix 16, Transcript 2, p. 85). The other three of six long-term clients say that the client-orientation for them is, first of all, "satisfying service needs of a client", then - "satisfying informational needs", and finally – "satisfying a client with the best result" (see Appendix 16, p. 79). Mr. Brand notices that the best result is something you usually expect from the company, but what matters is the expertise and relations they have with the financial institutions (see Appendix 16, Transcript 6, p. 107).

All of the long-term clients say that NAG is open in the relations regarding sharing such organisational information with them as "background and history of a company", "service and product description", "financial and policy information" and regarding sharing of feelings and thoughts – NAG "engages you in decision-making", "takes into account your opinion", "involves you in solving problems". All of the long-term clients state they share all kind of information about their companies with NAG. All of the long-term clients are satisfied with this, and need a continuous and good administration of their finances from NAG. (see Appendix 16, p. 79) Mr. Poelstra gives some examples of what information he would like to receive from NAG online: "Financial information, long-term information, about the possibilities to expand, ideas…" (see Appendix 16, Transcript 9, p. 122) Mr. Ratjes from Noveka gives a suggestion to NAG: "I would suggest them to do bench marketing. Because they have a lot of clients, which means they have a lot of general information, but they don't have enough information ready about competitors." (see Appendix 16, Transcript 8, p. 117)

All of the long-term clients claim that NAG communicates in a way that "shows interest in listening to you and is engaged in conversation with you". They state that for them face-to-face communication, phone calls and e-mailing are much better ways

of communication than through the online mediums. They are of the opinion that these ways suggest direct contacting, and the Internet mediums create more distance in client-organisation cooperation, as it is an open to the general public medium. All of the long-term clients prefer to have the personal newsletters sent online with information about the developments in accounting, news in finances and law. (see Appendix 16, p. 79) Mr. van der Loo says: "Sometimes I get newsletters, but it's average. It's nice if I have newsletters for my shop. Tailor-made advice is better" (see Appendix 16, Transcript 11, p. 131). Mr. Brand states that Internet communication will not change relations of NAG with the clients, as mentality of the clients and in turn, the thoughts and opinions about NAG they have, remains the same. An online communication medium is only an additional tool to contact the company. He thinks that it is useful for each client to have some information about NAG on the NAG's Website, and adds: "I think that every company has to have a human face…that's why they have this advertisement with everybody standing in front of the building on the picture and that is also done to show: 'Look, we are people'…And I think it's important for making the Website, that people can find information about them", - about NAG. (see Appendix 16, Transcript 6, p. 107)

What is the opinion of the NAG's long-term clients about the current image of NAG they have and how online Public Relations can influence their perception of the image of NAG in an accurate way?

All of the long-term clients say that information they know about NAG is that it is "accounting and consultancy company", "established in 2004", does such "services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances", has the "main focus – Dutch market" within the "fields: construction and trading". They are also familiar that NAG serves such operational fields as "…ICT, medical care, restaurant and hotel business, agriculture and consultancy". All of the long-term clients say they got to know this information through the "face-to-face communication", "word-of-a-mouth communication (from friends, business partners, networking)" and a few clients - through "phone", "e-mail" and "newsletters". They state that the main values of NAG are: "loyalty", "trust", "reliability", and "professionalism". According to them, these values NAG shows as it "works in close cooperation with clients". (see Appendix 16, p. 79) Mr. Betten from Barteling Buizen claims: "NAG is always well-prepared, knows answers to all the questions. The same

person from NAG works with me. I value this, makes this person know everything about Barteling." (see Appendix 16, Transcript 2, p. 85) Mr. Poelstra from Poelstra Machinefabriek says that NAG is a small company, and he also has a small business. It is good for him that not one person, but the different experts form NAG with the varied knowledge about accounting participate in serving him as a client, and know his situation. (see Appendix 16, Transcript 9, p. 122) All the long-term clients also wish to continue the relationship with NAG and consider it to be a long-term cooperation. (see Appendix 16, p. 79)

According to all of the long-term clients, NAG approaches them with the use of the "face-to-face communication", "phone" and "e-mail". They consider it to be enough and sometimes prefer to have the newsletters about finances, law, and accounting. They also wish to have a possibility to contact NAG directly with e-mail and phone call and to meet personally, when they have questions to NAG. (see Appendix 16, p. 79)

All of the long-term clients say that they communicate with NAG through "discussion, meetings…" and "consultation, debate" and "early incorporation, collective problem-solving". They add that face-to-face and e-mail communication, and phone calls are the best ways to communicate with NAG for them. (see Appendix 16, p. 79)

All of the long-term clients would like to be approached by NAG online with the "informative messages about developments and news" and "dialogue – possibility to provide feedback and evaluation to NAG". All of the long-term clients prefer to have online communication with NAG in a form of news and information feeds, and to have a dialogue communication to discuss the requests and issues the clients address to NAG. They think it is better to communicate in a face-to-face way, than with the use of the online mediums. (see Appendix 16, p. 79) Mr Ratjes notices regarding the way to be approached by NAG online: "I would split it in half. Normal cooperation – in a dialogue, and Internet – informational feed, I would use a sleek newsletter, so they provide me with what innovative in financial information, general market information." (see Appendix 16, Transcript 8, p. 117) Mr. Poelstra has an opinion that it is interesting to get to know informative messages about news and developments in

accounting from NAG as this is the professional field of the company (see Appendix 16, Transcript 9, p. 122).

Chapter 5. Conclusions

In this section, the empirical findings are combined with the theoretical findings, based on which a final recommendation is formulated. The conclusions are drawn from the opinions of the short-term and long-term clients presented earlier in the results section. A special attention is paid to the similarities of the opinions, which contribute to the formulation of a recommendation. The conclusions are divided into two sections: the current relations of the short-term and long-term clients with NAG and how they would like to build relations with NAG online, and the perception of the image of NAG by its short-term and long-term clients and how online Public Relations of NAG can influence this perception in an accurate way.

Current Relations and Anticipated Online Relations of the Short-Term and Long-Term Clients with NAG

The short-term and long-term clients state that they trust NAG because it treats them fairly, considers their opinions, and keeps its promises to the clients to accomplish the work. This makes both groups of clients consider NAG as being an experienced company with the professional employees. NAG shares the description of their services and products and engages its clients in making the decisions and solving the problems together. At the same time, the short-term and long-term clients share all the information about their companies with NAG. Moreover, both groups of clients say that NAG shows that it is interested in its clients and is always engaged in a conversation with them. This measures the level of openness in the relationship, which is important for building relations with the clients. This openness determines the extent to which an organisation and its clients are confident about sharing information with each other (Hon & Grunig, 1999). The results show that NAG and its clients are open to each other and ready to share organisational as well as personal information, which is an indicator of the well-established relations.

Both groups of clients are of the opinion that in order to trust NAG on the Internet it is important that the description of the products and services is provided on the online medium. This contributes to NAG's representativeness and makes the clients be

familiar with what the activity of the company. It is also important that the contact details of NAG are presented online. This is especially important for the short-term clients, who state that they mainly look on the Websites once for this kind of information. The way the information is organised on a Website or Social Media page is also important for both groups. The short-term and long-term clients notice that the information NAG puts on the Internet should be minimalistic, practical and professional, and that visual aspects are mainly important for attracting new clients. It is important what kind of information NAG posts online and how it is visually presented, as this measures a success of building the effective relations with the clients (Hon & Grunig, 1999). Vorvoreanu (2008) also refers to the concept of openness in building a relationship between an organisation and its clients with regard to the quality and quantity of information that an organisation is willing to share. This can show how open the relations of NAG with its clients are and also relate to an informative way of communication and the way the information is presented professionally online.

The short-term and long-term clients say that they maintain relations with NAG because NAG is willing to build long-term relationship with them. The short-term clients are satisfied with the services of NAG and are glad to have a direct contact with the CEO of NAG Fred Oldenhuizing. The long-term clients know Mr. Oldenhuizing for a long time and prefer to stick to one accountant as long as possible. The willingness of the parties involved in a relationship to maintain relations shows the level of commitment and defines a success of a client-organisation relationship (Hon & Grunig, 1999).

The short-term and long-term clients are willing to keep relations with NAG online if an online medium provides the contact details and is easy to use. With regard to Social Media, both groups of clients claim that it provides an easy access to information, the possibility of the constant communication with NAG and of the immediate response from NAG. Social Media is a platform of Internet communication with an online dialogue, which makes clients interact with an organisation through the two-way communication process (Hon & Grunig, 1999). For example, the approached short-term and long-term clients are not the constant users of Facebook and LinkedIn, but they usually check these networks as well as a

Website of a company in the beginning of cooperation for the contact details. The availability of the contact details on an online medium influences the maintenance of a relationship between an organisation and its clients in a positive way (Hon & Grunig, 1999). Contact information also engages the clients to interact with an organisation, as Vorvoreanu (2008) claims.

The short-term clients are concerned about the costs of handling online communication within NAG, as this can influence the price of the NAG's services. The long-term clients say that the clients of NAG should agree on the terms of the use of online communication in NAG, and NAG should control what information to make public online. This shows that the long-term clients are more afraid of online communication within NAG, as NAG has more information about them, caused by the longitude of the relationship. The short-term clients care about the services' price. However, such medium as a Website, for example, usually provides information on the company's background, operations and contact details, and not the data about a client (Vorvoreanu, 2008). With regard to the costs, DiStaso et al. (2011) say that it is better to have a specifically educated staff that can spend time on online communication tools within the company, so it is used appropriately and with the benefit for an organisation: to attract clients, not distract employees, and to be a sufficient and satisfactory medium for all the clients of the organisation. As a result, it may require an additional budget, but it is still a cost-effective way to reach a large audience with the minimum of efforts and time.

Moreover, the short-term and long-term clients notice that enemies or competitors of NAG can use the information, which NAG makes public online, against the company. The information is more available and accessible for the general public, when it is online. However, according to Hill & White (2000), a Website makes an organisation competitive, and the companies with the Websites are perceived more positively than those without. In addition, DiStaso et al. (2011) say that Social Media allows having an insight into the business environment of the competitors. NAG can also make sure not to put any confidential information about the clients on the Website.

Both groups of clients consider satisfaction with the service needs of a client to be the most important, satisfaction with the informational needs is on the second place, and

the result from NAG is at the third place. In their opinion, the result is expected to be good, and they consider the service as the time the work takes and as the expertise and connections that NAG has. Any client wants to be satisfied with a service and his/her needs to be met. Ledingham (2003) refers to it as a relationship management that is about the interexchange of expectations, needs and satisfactions between an organisation and its clients. Hon & Grunig (1999) also add that an organisation performs, and sets and reaches its goals better, when it satisfies its clients and, in turn, has a beneficial relationship with them.

With regard to online way of building relations with NAG, the short-term and long-term clients are interested in the informative feeds about accounting, finances and law, and prefer to have a personal log-in page that can provide more personalised additional information and advices. Both groups of clients consider the interaction aspect of an online medium to be important for building relations with NAG. The short- and long-term clients would also like to have the newsletters with the information on finances, taxation and law, tailored individually for them. Both groups also expect NAG to be more proactive in delivering this kind of information. Newsletter is one of the Public Relations methodologies to communicate with the clients (Macnamara, 2005). According to Ledingham (2003), the communication based Public Relations are symbolic relations that influence the image perception of an organisation by its clients in a positive way. Moreover, Internet communication suggests a proactive publicity for an organisation (Paine, 2002).

Image of NAG as Perceived by the Short-Term and Long-Term Clients and Online Public Relations for an Accurate Image Perception

The results of the opinions of the short- term and long-term clients show that they are familiar with the basic information about NAG with regard to its services, fields of operations, main focus and values that it states on the Website. Clients usually base their opinion about an organisation on the information that is available to them. Therefore, according to Moffit & Williams (1997), it is highly important that NAG identifies its clients and considers their interests and needs accurately, communicating and disseminating information about the company.

According to the short-term and long-term clients, communication between NAG and them is usually done with the use of the face-to-face meetings, phone calls, and e-mailing. They are satisfied with this stance of cooperation, and would only add the newsletters that can be distributed online. Moreover, the two groups of clients wish to continue the relationship and to have a long-term cooperation with NAG, which shows that the used traditional ways of communication are also effective and should be maintained in additional to online Public Relations tools.

The short-term and long-term clients communicate with NAG through the consultations and debates. Corporate communication is seen as a four-staged process that includes awareness, understanding, involvement, and finally, the stage of commitment of the clients to an organisation. (Cornelissen, 2012) This shows that the short-term and long-term clients are involved with an organisation being on the third stage of the process and this can lead to the full commitment to NAG in the future of their relationship (see Appendix 10, p. 70).

Both groups of clients would like NAG to approach them online with the informative messages on the developments and news in accounting and finances. They also prefer have a dialogue with NAG that provides a possibility for a client to give feedback on how NAG delivers its services. The dialogue strategy is a two-way symmetrical process of communication. Usually it suggests balanced communication and can orient the clients of an organisation to the organisation's way of thinking. The informative strategy suggests a one-way communication process (Macnamara, 2005). Web pages are the two-way process of interaction with the clients and considered as an effective tool to enhance the image of an organisation. This is important to know as many organisations spend a lot of resources and efforts on building the image (Connolly-Ahern & Broadway, 2007). NAG should distinguish between the data that to be discussed in a dialogue form with the clients and the data to be made available for the general public.

To summarise, the collected opinions of the short-term and long-term clients show that they trust NAG and will continue to trust the company online, if it presents the information about the products, services and the contact details on an online medium.

They also state that their relations with NAG are open, as NAG shares all the information, thoughts and feelings with regard to the requests and issues of the clients. Although they say that information of NAG on an online medium should be relevant to the clients, practical, confidential regarding the clients' data and general, about the company, news in accounting, finances and law, if made public. The short-term and long-term clients feel committed to NAG as it shows the wish to establish a long-term relationship. They will stay committed to NAG with an online presence in case its online medium is client-oriented and information about the clients is kept confidential. NAG also shows an interest in its clients and engages in conversations with them. This indicates a dialogue strategy. The short-term and long-term clients would like to have keep dialogue communication with NAG online as well. They also wish NAG to be persuasive in advising, showing the expertise and professionalism, and informative in delivering the newsletters and disseminating information online. Therefore, the appropriate for the short-term and long-term clients online Public Relations tools of NAG can contribute to the perception of the image of NAG by its clients in an accurate way.

Chapter 6. Recommendation

A Recommendation is to be given for online Public Relations tools to create an accurate image of NAG among the NAG's clients for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing. The results of the semi-structured interviews and the theoretical findings are analysed and contribute to the formulation of the following three recommended online PR tools:

- Website Communication and Log-In page for a Client
- Social Media Communication: Facebook and LinkedIn Platform of NAG
- Tailor-Made Newsletters, tailored individually for a client and/or with a focus on a certain expertise of NAG

Online Public Relations tools influence the perception of the image of NAG by its clients. Such dimensions of the measurement of an organisation-client relationship as trust, openness, commitment and dialogue, and the choice of an informative, persuasive or a dialogue strategy of corporate communication determine online PR tools. The online PR tools are also defined by the choice of Website and Social Media communication.

Website Communication

It is necessary for NAG to establish Website communication to interact with the clients and inform them in a cost-effective way. A Website is also useful in building the long-term relationships with the clients and can have a positive impact on the perception of the image of NAG among its clients. It can show that NAG is up-to-date with the technology and can have a competitive advantage for NAG on the market of

its operations. A Website also provides an opportunity for the clients to give feedback to NAG in a form of comments. The staff, responsible for Website communication, can be part-time employed and should pay a specific attention to the layout and content features of the Website. NAG should clearly communicate its mission and vision on the Website, so the clients can orient themselves about this. NAG should also have the description of the services and products that it delivers on the Website, making the clients know what to ask for and to expect. Also, the contact information should be made visible and easy accessible. This can allow the clients to e-mail, call or even visit the office, when they need it. The layout should be practical, containing only the relevant information about the company for the clients, minimalistic in colours and graphics, and functional enough to make any client be able to navigate through the medium.

An individual log-in page for a client can be made as an additional tool on the Website. With the use of the log-in page, the clients can access their personal information, which is not visible to other visitors. This medium requires staff to maintain it. However, the free-lance or part-time employees are a suitable solution as the work can be implemented outside the office, as well as some information can be up-dated monthly. Finally, the clients will have an opportunity to provide the textual feedback to NAG in a form of the comments, which, in turn, can be useful for NAG to improve its performance and satisfy the clients.

Social Media Communication: Facebook and LinkedIn Platform

It is of relevance for NAG to use Social Media, namely, Facebook and LinkedIn platform. It can save time and money for the advertisement and promotion of the company, which are traditionally used to build an accurate image of an organisation.

The platforms suggest a dialogue way of communication with the clients, being engaged in the discussions with them. Facebook and LinkedIn platform can be used for photo- and video-messages. Information on the NAG's Facebook and LinkedIn profile should be more interactive than informative and should provide photos, videos and links to the Website of the company as well as the contact details. This can help the clients to choose a flexible for them way of communication with NAG. The profiles can contain photos of the employees, some of the events or the daily routine's news of NAG, some general interesting and relevant news about accounting, finances and law for the clients. The employees can update the information on the profiles themselves. Social Media trainings can be held within NAG prior to the use of Social Media within the company.

Tailor-Made Newsletters

The Newsletters can be used within NAG to communicate with the clients and build symbolic relations, which are built on communication, with them. Containing the relevant information for the clients, it contributes to the positive image formation, client-orientation of NAG to its clients, and increases the clients' wishes to maintain relations with NAG. NAG should distribute the newsletters on a monthly basis in a form of a tailor-made advice or an informative brochure. The newsletters can contain news about accounting, finances and law. It should be made personal with regard to a client's field of operation and issue or request. These letters can be sent via e-mail or put on a client's log-in page (in case of an establishment) on the Website of NAG. As a result, the client can individually reach all the information regarding a made request and his/her company.

It is also possible that NAG communicates about a certain expertise it has with the use of the newsletters. With regard to this expertise, it can make a general monthly newsletter for all its clients. This can distinguish NAG within the competitors, and save some time and money for tailoring the newsletters for the clients individually. It can contribute to the competitive advantage of NAG on the market of its operations and serve as a professional attitude towards the clients, gaining their support and satisfaction.

To conclude, the utilisation of online Public Relations tools such as Website, Facebook and LinkedIn profile, and the dissemination of the tailor-made newsletters to the clients of NAG can contribute to the establishment of the long-term relationships with the clients and serve as an additional advantage to the clients' satisfaction with and perception of NAG in accurate way. These tools are also the platforms for the word-of-a-mouth communication that the clients of NAG like to use. The better the attitudes, behaviours and beliefs of the clients of NAG in relation to the company, the more positive recommendations they will make to others with the use of a word-of-a-mouth communication offline as well as online.

Online Public Relations tools of NAG can contribute to an accurate image perception of NAG among its clients. The clients should be aware of the company's mission, vision and services, as it is important for the maintenance of the commitment of the clients to the company. Online Public Relations can have a competitive advantage for NAG as being better recognised and recalled on the market of its operations, and, in turn, distinct in its expertise, services and clients.

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Appendix

Questions

Company: NAG Administrateurs & Adviseurs
Date: 06.02.2014
Place: Emmaplein 2, 9711 AP, Groningen

Name:
Position:
1. What is the main activity of the company?
2. What is the market for its operations? (national/international)
3. What is the vision? (who do you want to be (future) and how world looks like) How would you define the mission of the company? (what it does to achieve its vision) What are the main values in services and in internal operation?

4. Is the company focused on the long-term or short-term relationship? What is the longest/shortest partnership?
5. What are the main publics of NAG in your opinion? Clients, customers, shareholders, stakeholders? What are the main clients? Fields of operations?

6. What are the internal channels of communication? How do you communicate within the company? What are the preferred channels for communication with the clients (external)?
7. How does NAG maintain relations with the regular clients? Does a company need to attract new clients?

8. Do you consider public relations building to be important for NAG's nowadays operations? Why?
9. What is company's online presence? Do you consider it to be improved? Why?
    Do you think the website needs to be improved? Why? Any ideas? (suggestions/content/layout/functioning)

Company: NAG Administrateurs & Adviseurs
Date: 06.02.2014
Place: Emmaplein 2, 9711 AP, Groningen

Secretary: Erna de Groot and Alida Luttjeboer (about 13 years in the company)
1. Administration, Accounting, Taxes, Reports
2. Companies – Dutch. International – NAG helps to organise declaration for finances and taxation in the Netherlands
3. Vision- to help companies to operate (so the clients do not pay high taxes) Mission – advise, calculate. Values- quality
4. Long-term relationship, 25 years - the longest: Holtkamp – mobile homes/trailers in Emmen. Shortest cooperation – 1 year (taxation declaration)
5. Agriculture field, small- and medium-sized enterprises (private sector)
6. Face-to-face communication, e-mail, phone, Fred and Bart (Management meetings) Clients on the phone, office, going to clients
7. Presents for clients – in the past. Not common anymore. New clients – the more the better
8. Yes for PR
9. Online bookkeeping - clients, customers and employees – intranet. Read and advise.
10. Website should be improved - as the initial stage of attracting new clients. Content – to be paid attention. Intranet to link with website.

Secretary/Accounting for NAG: Dorothea (16 years in the company)
1. Accounting for clients
2. Dutch companies
3. To give advice – quality, simplicity
4. Long-term relationships. The longest – 16 years. Poelstra Machinefabriek.
5. Small private companies, various fields.
6. Face-to-face communication, e-mailing, every Monday – meeting with management team
7. Loyal – good services, equally treated
8. PR – necessary
9. Not good presence
10. Integrated platform

CEO: Fred Oldenhuizing
1. Accounts annual, bookkeeping, tax declarations, consultancy for companies (business and finances). Networking, attracting new clients
2. Small- and medium-sized enterprises. Dutch. International – Germany, UK, Belgium, Denmark – business and finance.
3. Vision: Large and stable group of clients. Mission: To do most of the activities (all the kinds) for the companies. 5-50 employees companies. Values: Reliability, professionalism, modern way - ICT
4. Long-term relationship. 33 years (Brezan Automaterialen B.V.). Short – 1 year – rare. 5 – 10 years – average. Clients like to have stable constant long-term cooperation with the accounting companies – to know each

other very well. NAG – prefers to change client from time to time. Preference for short-term.

5. Trade (Shoppers) (main focus – 20 %), Building – Construction Companies (main focus – 25 %), Farmers/Agriculture (15-20 %), Restaurants and Hotels, Medical Care - humans and pets, doctors, Consultancies.
6. Face-to-face – preferred. Phone, e-mail, simple issues – call, in the past – mails. More e-mailing now. More complex issues - meetings, formal meetings. No PR practices and communication department or responsible person for it at NAG
7. Visiting, calling, equal treatment of clients. To attract new clients! To keep current, long-term and short-term clients.
8. PR – large network (competitors). Unemployed people - many. Low price preference of the clients for the services of NAG – to hire cheap agencies – tendency. Do not pay attention to legacy.
9. Online presence - no one use it in the company (website). Interactive system preference – ideas and advices can be shared. In past - cooperation with lawyers and insurance companies – to make common website. To find system to attract new customers via website. Content, functioning and layout – to change. So clients can find all the information on the website. Some special tools. To use social media, Facebook. The fast technological progress as a challenge for future operations (the term of the coming 10 years) – new recruitment. Age categories of clients (20 -70 years old)
10. Integrated system (website + intranet – good, but security threat). Clients and employees are two different and divided groups on the intranet.

Director: Fred Muller

1. Planning, taxes, salary administration, annual financial reports for clients
2. Dutch market.
3. Vision: To get many clients, make profit. Mission: To have clients - operate for them. To get new clients. Quality – reliability – for clients.
4. Long-term relationship. The longest relationship – 10 years (NAG since 2004). Some clients- 25 years. Clients stick to experts in the company (to Fred for example, worked in various companies, brought the clients with him, loyalty of the clients to him) IOC Franchise, Brezan Automaterialen BV. Short – 3 months – financial report/advice
5. Kind of clients – business, ICT, Medical Care
6. E-mail mostly, some phone. With clients - mail and phone, face-to-face – less. Formal meetings
7. Report is ready - delivery. Christmas presents – some clients (500 clients in general, 20 clients - e.g. wine – for most long-term or short-term clients) To attract new clients.
8. PR – not really brings clients. Word of a-mouth – one client recommends to others. PR – for image. (Fred – visited MKB marketing sessions)
9. PR – website – first step
10. Old-fashioned website, no information for clients provide. To provide content regarding what NAG does.

Questions

Name: Gerrit Brand
Company: Brand Communications
Date: 07.02.2014
Time: 11am
Place: Emmaplein 2, 9711 AP, Groningen

1. How do you see NAG's operations?
2. What did (would) you do to present NAG?
3. How do you see NAG's online/ media planning?
4. Does PR relevant for NAG? What kind of media would be the most applicable and relevant for NAG?
5. What would you change in NAG's representation? (regarding new online media)
6. What do you think about interactive website with intranet for NAG's employees and clients? Social media?

Appendix 4. Intake-Interview with Communication Expert Transcript

Company: Brand Communications
Date: 07.02.2014
Time: 11am -12pm
Place: Emmaplein 2, 9711 AP, Groningen

- Gerrit Brand: NAG's client. Made an advertisement about NAG in the Executive Magazine (Executive Magazine, Editie Noord, Vol. 3, October - December, 2013, p. 19)
- Business in Northern part of Holland (Groningen, Friesland, Drenthe) Communication and Marketing expert. Aims to make national magazine with the presence on the Internet and franchise internationally. Stad Magazine (Facebook page)/ Executive Magazine.
- NAG website - make it easy, as business card.
- MKB (small- and medium-sized enterprises) – 90-95 % of Northern Holland companies with 50-100 employees.
- Companies focus on the short-term relationship instead of long-term.
- To catch companies of 50 employees for whom Ernst and Young is expensive. To switch to NAG – good service, cheaper. ZZP- self-employed without employees tendency – need for accountant companies. Possible target audience - new established companies, artists, freelancers. Big companies split into small companies. All about ambition - to start new, self employed. Accountant plan for starters (many starters at the moment).
- Low-profile, easy website for NAG to provide information to clients with a link to Intranet and social media (Facebook page)
- For NAG - advertisement in media/press. STAD Magazine – advertisement for NAG. To use Facebook – to keep being in mind of clients. Business fairs (means of communication) - 2nd in the North – November (3,000 – 5,000 euros to participate)
- NAG communication – who they are/identity, target groups/whom they want – potential clients – how to reach them. What they have, what they change. House style: not to change much. To modernize logo.
- PR for accountants (e.g. EU has new policies in taxation – they communicate it to targeted publics)
- Newsletter (e.g. insurance companies send newsletter about new approaches, innovations, developments in the industry) Up-to-date - developments - every month to send to clients, to show care, to communicate easier about bills - positive attitude towards accounting. Good relationships with banks and ministries. Accountants - financial heart of a company. Difficult to find new clients (newly established companies – not interesting/do not have history) "You do not change doctor often" G. Brand. Explaining to banks about a client's situation, accountants as financial representatives for clients.
- High profile accountants – expensive; MKB – do not want expensive service. If NAG seems to be expensive for some clients – to convince a client. Important – networking, contacts. Added value – uniqueness, e.g. the bookkeeping.
- Ideas for specific services, fields of clients' operations – e.g. agriculture (one certain sector to choose), construction. To buy addresses of the companies and to contact them, communicating about the expertise of providing accounting services to certain fields of operation.

Appendix 5. Organisational Structure

```
                    ┌──────────────────────┐
                    │   CEO: Fred          │
                    │   Oldenhuizing       │
                    └──────────┬───────────┘
          ┌────────────────────┴────────────────────┐
┌───────────────────────┐          ┌───────────────────────────┐
│ Secretaries: Esther   │          │ Management Team: Fred      │
│ Jelsma, Erna de Groot,│          │ Oldenhuizign, Fred         │
│ Alida Luttjeboer      │          │ Muller, Bart Sportel,      │
│                       │          │ Durk Gaastra               │
└───────────────────────┘          └───────────────────────────┘
```

┌──────────────────┐   ┌──────────────────┐   ┌──────────────────────┐
│ Bookkeeping   │   │ Taxes: Management│   │ Payroll: Esther Jelsma│
│ Supervision: Fred│   │ Team   │   │   │
│ Muller   │   │   │   │   │
└──────────────────┘   └──────────────────┘   └──────────────────────┘

Tax Lawyer (part-time):
-   Sietze Greydamus
    Taxation legacy for NAG and clients; twice a week in the office

Amount of full-time employees: 8
CEO:
-   Fred Oldenhuizing holds 78 % of the NAG's shares
    Corporate executive officer at NAG, responsible for the management of NAG
    and supervises consulting of clients

Management Team (Subordinated by the CEO):
-   Fred Muller holds 5 % of the NAG's shares
    Office manager; responsible for planning and bookkeeping for NAG and
    clients; human resource manager for clients.
-   Durk Gaastra holds 5 % of the NAG's shares
    Office manager; consults two large clients: PaxGroep (logistics) and Schipper
    Recycling in Groningen
-   Bart Sportel holds 12 % of the NAG's shares
    Office manager, ICT specialist for clients and NAG

Secretary (Subordinated by the CEO):
-   Esther Elsma – bookkeeping, accounting and payroll for clients and NAG
-   Erna de Groot – bookkeeping, accounting for clients and NAG
-   Alida Lutjeboer – bookkeeping, accounting for clients and NAG

Appendix 6. Social Media Landscape

Social Media Landscape 2013
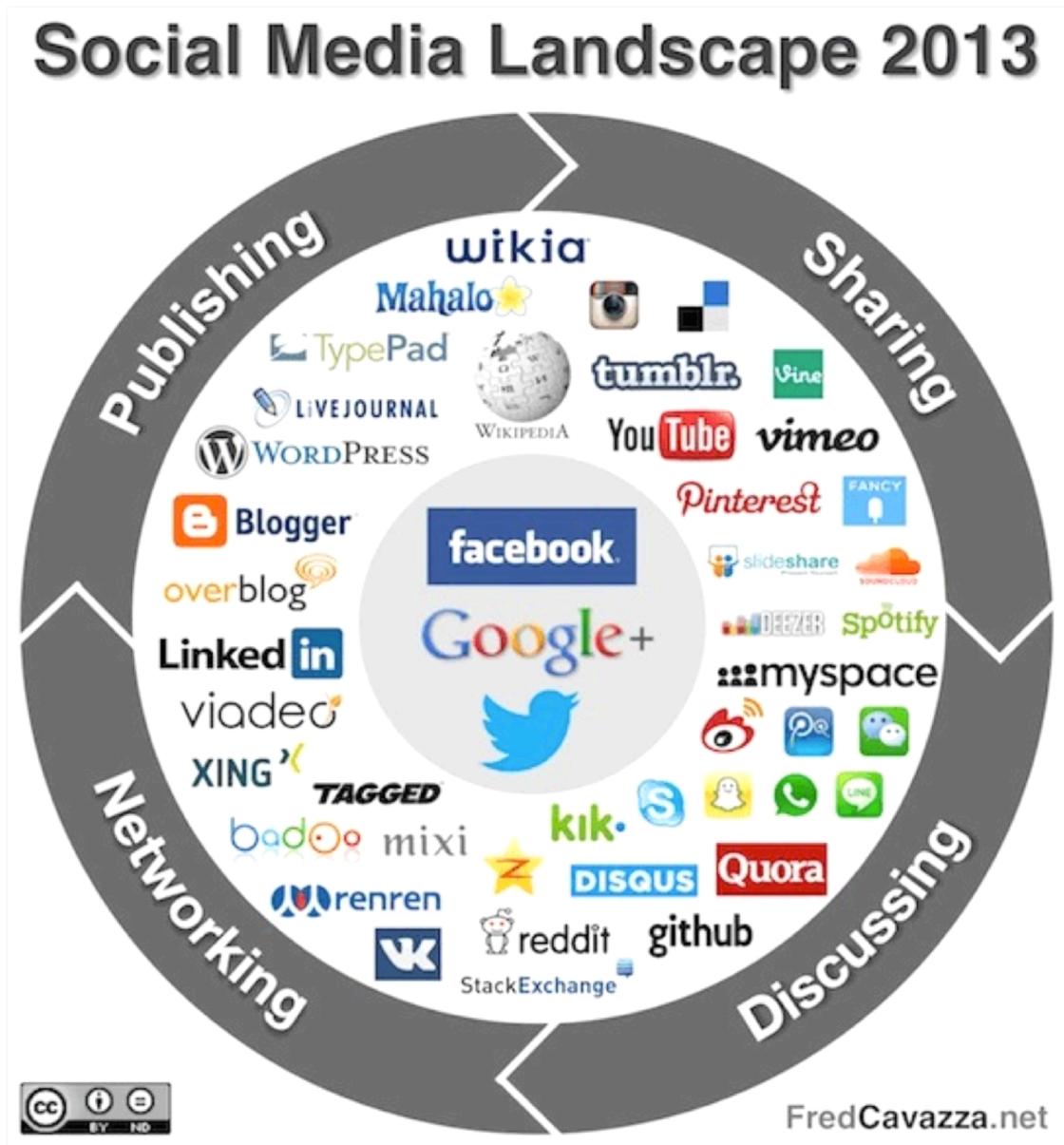
Appendix 7. Research Planning & Feasibility

Graduation Research Proposal Planning

Weeks - Tasks	1 3.02-7.02	2 10.02-14.02	3 17.02-21.02	4 24.02-28.02	5 3.03-7.03	6 10.03-14.03
Project Context	■					
Organisation	■					
Theoretical Framework		■				
Research Objective		■				
Research Framework			■			
Research Questions			■			
Strategy & Methodology			■	■		
Planning & Feasibility			■	■		
Supervision	4.02 12pm **Eugenie** 6.02 In-take Interview **NAG** 7.02 11am In-take Interview **Brand Communications**		18.02 DRAFT **Eugenie +Fred** 19.02 11.45am **Eugenie** 20.02 11.30am **Fred**	27.02 DRAFT **Eugenie**	3.03 11am **Eugenie**	10.03 FINAL **Eugenie +Fred**

Graduation Assignment Planning

Weeks - Tasks	1 17.03-21.03	2 24.03- 28.03	3 31.03-4.04	4 7.04 -11.04	5 14.04-18.04	6 21.04-25.04	7 28.04-2.05	8 5.05-9.05	9 12.05-16.05	10 19.05-23.05	11 26.05-30.05	12 2.06-6.06
Research Design	■	■	■									
Interview & Survey			■	■	■							
Theory			■	■								
Results					■	■	■					
Conclusions							■	■				
Advice								■	■			
Executive Summary									■			
Supervision Meetings	19.03 Feedback **Eugenie/** 13.30pm **Fred**	25.03 11am **Eugenie** 27.03 DRAFT Questions **Eugenie+Fred** 28.03 13pm **Fred**				21.04 DRAFT Results **Eugenie** 23.04 11am **Eugenie** 25.04 13pm **Fred**		8.05 DRAFT Conclusions & Advice **Eugenie + Fred** 9.05 13pm **Fred**		19.05 DRAFT **Eugenie+ Fred** 20.05 13pm **Fred/21.05** 11am **Eugenie**		2.06 FINAL **Eugenie + Fred**

The research project is implemented with the use of the iterative-parallel process. It allows more flexibility in implementing different research processes with regard to the sequence of tasks and time, depending on what is available to the researcher at a particular moment of the research process. It also gives an opportunity to adjust the previously taken steps. The Time-Axis Representing Planning table below shows the time periods and certain activities of the research project that are executed within the four months. It shows, which products are produced at which stage, including the intermediate and final product-development. (Vershuren & Doorewaard, 2010)

Table 3: Time-Axis Representing Planning
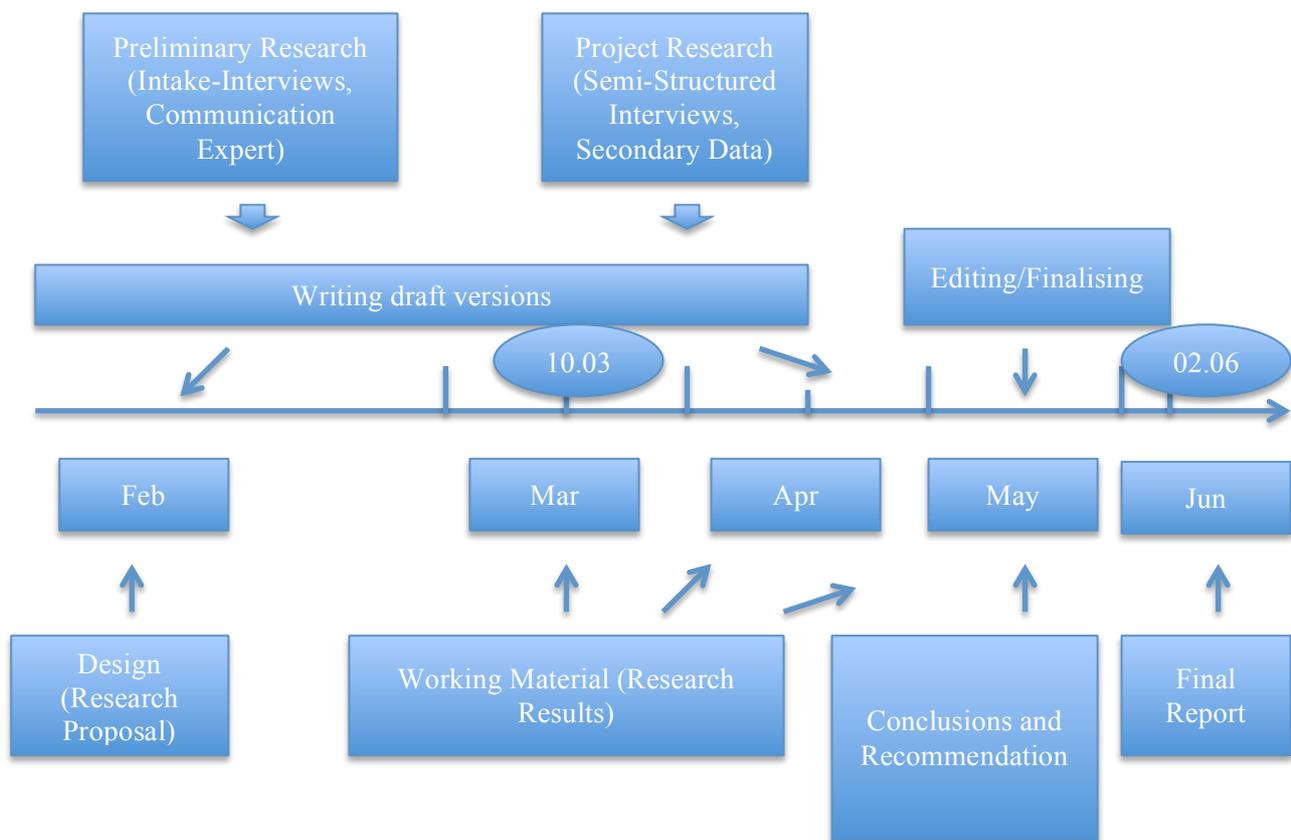
The Time-Axis Representing Planning table reads as follows:

Within the 25 working days the Research Proposal is produced. This stage requested a preliminary research and an orientation on the company. During the further three months, the working material for the research project is collected and analysed. The semi-structured interviews are carried out and the secondary data is collected. The results of the primary and secondary data collection are analysed, compared, and final conclusions are drawn up. The final product, a recommendation for online Public Relations tools, is handed in in June to the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing and the supervisor at Hanze University Groningen Eugenie Jessen.

During the five weeks of the Research Proposal period the university supervisor is contacted the first, third and the fifth week. The first week the employees of NAG and a communication expert are interviewed for an orientation on the company and subject of the research project. The company supervisor is met during the week one and three. The draft versions of the Research Proposal are sent the third week to the supervisors and fourth week to the university supervisor only. The final version is delivered the fifth week to the supervisors. During the twelve weeks of the Graduation Assignment stage the university supervisor is contacted the second, sixth and tenth week. The meetings with the company supervisor are arranged the first, second, sixth, eighth and tenth week. The draft versions of the Graduation Assignment are sent to the supervisors the second, eighth and tenth week, and also the sixth week to the university supervisor only. The final Graduation Assignment is handed in the twelfth week to the supervisors.

Appendix 8. SWOT Analysis of NAG Administrateurs & Adviseurs

Strengths:
- long-term relationships with clients
- ICT services
- loyalty, trust and reliability in serving clients
- qualitative, professional, modernised services

Weaknesses:
- Not functinal and informative Website
- No Social Media usage
- Traditional channels of communication
- No PR practices

Opportunities:
- New recrutiting procedure in the next 10 years
- Focus on trading and construction fields (experts/uniqueness)
- Afordable service for small- and medium-sized enterprises (50-100 employees)
- Technological progress
- Online Media utilisation
- Relations with media/ communication agencies

Threats:
- Fast technological development
- Pessimistic attitude towards accounting

Appendix 9. NAG Administrateurs & Adviseurs Website Content Analysis

NAG Administrateurs & Adviseurs Website Content Analysis

Context- Sections/Pages:
- Home
- Bedrijfsprofiel (Company Profile/About)
- Diensten (Services)
- Actueel (Topical/Current)
- NAG Online
- Links
- Contact

Content:
1. Home
This page contains information about NAG's mission, vision and culture in the company.
2. Bedtijfsprofiel
This page is about the personalised approach to each client
3. Diensten
This page describes services NAG delivers to clients and how they do it. It includes the list of partners NAG has.
4. Actueel
This page is to update clients with news. (It is empty at the moment, except the explanation for what this page is)
5. NAG online
This page introduces the NAG's online services for clients. (Contains only description)
6. Links
This page contains relevant for the operations of NAG links and interesting for clients to stay informed about the latest activities of NAG and in the field of accounting.
7. Contact
This page gives information on the location, contact phone numbers and e-mail to reach NAG.

Design:
The design of the website is in the corporate colours (green, light green, blue and white), includes the logo of NAG and the company name. The pictures on the website are all taken within the office. Does not include any video or photo gallery. The employees are not introduced. The website is in Dutch (no option to change language).

Reference:
NAG administrateurs & adviseurs, retrieved from http://www.n-a-g.nl/

Appendix 10. Stakeholder Communication - From Awareness To Commitment

Stakeholder effects:	awareness →	understanding →	involvement →	commitment
Tactics:	Newsletters Reports Memos Free publicity	Discussions Meetings Advertising and educational campaigns	Consultation Debate	Early incorporation Collective problem-solving
Type of strategy:	Informational	Informational/ Persuasive	Dialogue	

(Cornelissen, 2012, p. 49)

Appendix 11. Models of Organization-Stakeholder Communication

Informational strategy: one-way symmetrical model of communication

| Organization | → | Stakeholder |
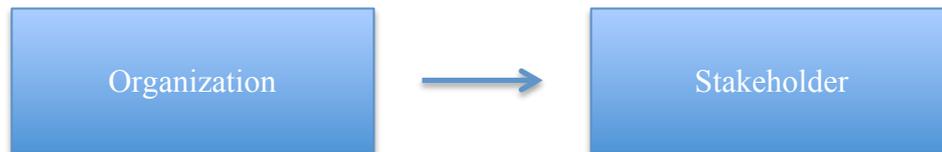
Positive strategy: two-way asymmetrical model of communication

| Organization | → | Stakeholder |

Feedback
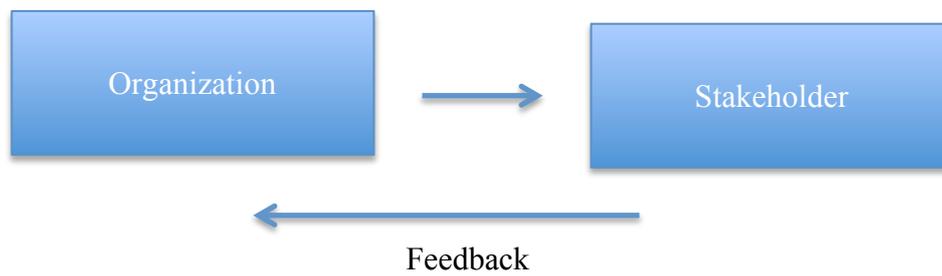
Dialogue strategy: two-way symmetrical model of communication

| Organization | ⇄ | Stakeholder |
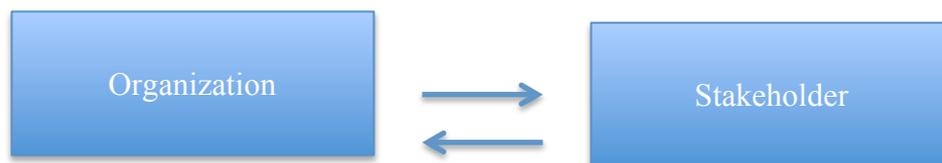
(Cornelissen, 2012, p. 50)

Appendix 12. PR Methodologies

1. News releases issued to the media;
2. Special feature articles, supplements and editorial inserts;
3. News conferences and media briefings;
4. Special events (eg. product launches and openings);
5. Seminars;
6. Conferences and conventions;
7. Newsletters;
8. Circulars and bulletins (either internal or external);
9. Brochures, booklets and other forms of literature;
10. Annual reports and special reports (eg. an Environmental Report);
11. Videos or multimedia presentations;
12. Web sites;
13. Intranets (password protected Web sites or sections for internal staff);
14. Extranets (password protected Web sites or sections for external partners – often containing specialists information such as price lists, distribution details, etc.);
15. Tours and visits
16. Open days
17. School project or information material;
18. Information stands at exhibitions, trade shows or special public shows (eg. a motor show, a technology exhibition, or home show);
19. Direct contact with government (at various levels);
20. Submissions, reports and position papers;
21. Policy documents (eg. White Papers or discussion papers on particular issues).

(Macnamara, 2005, p. 26)

Appendix 13. Rules of Website Communication in Public Relations

- To make sure that the layout and functioning of it, as well as the information on a Website, are all consistently combined to represent the organisation

- The contact information must be paid certain attention as it encourages clients to interact

- An access to information about an organisation must be easy and simple enough to be perceived by the clients

- The clients should be able to identify themselves with the organisation when they access its Website. "Photographs play an important role in communicating to visitors that the website address them" (p. 241)

- The graphics of the Website may play an important meta-communication role: certain colours, designs and location of the pages may influence perceptions of the clients about an organisation

- The organisation should also keep in mind that its clients also appreciate additional activity of the organisation, and thus, the organisation should not only communicate about business, but also about the community involvement or other extra activity it does.

(Vorvoreanu, 2008, p. 240)

Appendix 14. Meeting with Supervisors Transcript

Participants: Fred Oldenhuizing, Eugenie Jessen, Anna Popova
Date: 3.04.2014
Time: 10.00 – 11.00
Place: Emmaplein 2, Groningen

- Crisis – a lot of banks closed their affiliates, not possible to contact general manager, you have to go to the main office or call them.
- A lot of small businesses in Groningen, nothing new is open in the recent years, a lot of companies are bankrupted and closed.
- A lot of old people o the companies, they will sell them then to the large companies, who have more young people, or will hire young people, thus they can use and work with the online media.
- Advertisement for accountants is not good, supposed to create bad image.
- Price Waterhouse Coopers don't have secretary – saves money, don't have to travel to work and seat in the office. Mail and phone calls are not popular anymore, people easer come personally – still important, but prefer to contact also personally via e-mail.
- Online media can help in giving first push, provide contact information and information about the company.
- Social media to be used to represent the company: Facebook as a profile of an organisation and as an advertisement page of a new service, suggestion, offer for a client and potential customers.
- For those who use Facebook and Linked In it is a push to go to the website then, or other way round to connect o Facebook and Linked In. Fred is not acknowledged with Linked In; can be used for business network, professional network, for NAG that combines the workers and interns and clients together.
- For international contacts in the future it is good to start with the online communication, as many companies use it nowadays.
- Commercial club Groningen, entrepreneurs could meet and make contacts. Nowadays getting more popular
- NAG never was in the Commercial Club of Groningen, is only a member of MKB Nederland (for small and medium-sized enterprises). Does not bring any network. ING – used to have 100/200 stuff members; prefers to contact directly. ING affiliate located in Zwolle – e-mailing. When the crises started, the stuff was cut.

Appendix 15. Opinion-Interview Questions for Clients of NAG

Interview

A Recommendation on an Online Public Relations Strategy to create an accurate image of NAG among the NAG's clients for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing

Author:
Anna Popova – graduating intern at NAG Administrateurs & Adviseurs. 4th year student of International Communication Major specialised in Public Affairs

The interview is conducted and held by Anna Popova as part of the thesis research for Hanze University Groningen and NAG Administrateurs & Adviseurs. Your opinion is valuable and help is very appreciated. It will take you 15 minutes to accomplish. The questions are divided topically into the three categories: Introduction, Online Public Relations and Image of NAG. Please feel free to express your thoughts. Thank you for your participation.

Study

Topic:
Technological progress calls most of the businesses to establish relationships with their clients online. This requires a company to be up-to-date with the developments and applicability of online media to remain competitive on the market of its operations, while satisfying information and communication needs of the online media era and generation of clients.

Purpose:
The research project is conducted to develop a recommendation on an Online Public Relations Strategy for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing. The recommendation is to be on how to build relationships with clients with the use of the website and social media communication that does not have a negative impact on the image of NAG among its clients. For this purpose, an opinion overview of the NAG's clients regarding the current perception of NAG and state of their relationship with NAG and what impact online communication can have on these is to be made.

Online Public Relations

1. What makes you trust NAG? You can choose more than one option.
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. What is most important to trust NAG on the Internet?
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised

   Explain your answer. What do you think about the rest options?

3. What makes you maintain relationship with NAG? You can choose more than one option.
   - NAG wants and tries to build long-term relationship with you
   - I value relationship with NAG more than with other organisations
   - I prefer to work with NAG rather than not
   - I have a long-lasting relationship/connection with NAG

   Explain your answer.

4. Do you agree or disagree that website and social media communication provides:

   Website:
   - lack of control over spread of information
   - lack of quality of information
   - personalised approach
   - ease of access to information
   - level of quality of an organisation (up-to-date, trustful)

   Social Media (Facebook and LinkedIn):
   - lack of control over communication
   - lack of control over spread of information
   - lack of quality of information
   - personalised approach
   - ease of access to information
   - constant communication and immediate response
   - level of quality of an organisation (up-to-date, trustful)

5. What features of online communication would make you maintain relationship with NAG?
   - access to information

- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

6. What means client-orientation of NAG to you? Rank the options given below.
   - Satisfying informational needs of a client
   - Satisfying service needs of a client
   - Satisfying a client with the best result

Why do you think so? What do you think about the rest?

7. How open is NAG in the relationship with you? You can choose several
   options from both of the categories given below:

   - sharing of organisational information:
     1.background and history of a company
     2.service and product description
     3.financial and policy information
     4.contact information

   - sharing of feelings and thoughts:
     1.engage you in decision-making
     2.take into account your opinion
     3.involve you in solving problems

What do you think about this? Would you appreciate it?
What kind of information do you share with NAG?
What would you change or do better?

8. How does NAG communicate with you?
   - shows interest in listening to you and is engaged in conversation with you
   - receives information from you only
   - provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
How should NAG communicate with you on the Internet?

Image of NAG

1. What do you know about NAG's background and products/services?
   - accounting and consultancy company
   - established in 2004
   - services: accounting, consultancy management, audit, advice on taxation,
     subsidy, legacy and finances
   - main focus - Dutch market
   - fields: construction and trading
   - clients: ICT, medical care, restaurant and hotel business, agriculture and
     consultancy

How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. What are the main values of NAG?
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

   How are these values shown in their behaviour towards you?
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivers modernised services, treats each client equally

   What influence does it have on the duration of your relationship?
- short-term (1-5 years) or long-term relationship (5-10 years and more)

3. How does NAG approach you as a client? You can choose several options.
- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs
What should be changed or done better?

4. What is the way of communication with NAG?
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving
What should be changed or done better?

5. How would like to be approached by NAG?
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG
How would you like to be approached on the Internet?

Appendix 16. Opinion-Interview with Clients of NAG Transcripts

Interview Transcript 1. Tellus Lighting

Date: 1st April 2014
Time: 12.00 – 12.30
Place: Emmaplein 2, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Tellus Lighting (LED Lighting) / North of Holland / Managing Director
August Kuipers

Introduction

1. *How did you get to know about NAG?*
   From a friend, colleague

2. *How long is your cooperation with NAG?*
   2 years

3. *Why did you choose NAG?*
   A good company – first thing to make contact, from a friend, personal contact, how they approach, how it fits with his company

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised

   Explain your answer. What do you think about the rest options?
   How it works within his own company, never looked at NAG's website before, probably only one time. It is possible nowadays to make the most beautiful sites – not for him, do not make decision on it. On the website – persons, who work and the owner, those who are customers and clients - valuable, reliable, interest from other well-known clients as a reference, a friend's word.
   If the website is beautiful – makes first impression.

"I can understand when you have a company who looking for customers on Internet, when you want to have new customers in the website, I can understand they have also to have nice website, because people, I know people say if the website is not good, don't interest, of the website is beautiful and good, okay then it is interesting. It is valuable. It can be first."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- <mark>NAG wants and tries to build long-term relationship with you</mark>
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- <mark>I have a long-lasting relationship/connection with NAG</mark>

Explain your answer.
Started new company 1 year ago. Before, when worked in the other company, knew Fred. NAG gives good advice, the way employees handle taxes, information. Chose because of the previous experience. Gives also advice on entrepreneurship. Personal contact with Fred, trust him. Then learned other people from NAG.

"Because I just started my new own company for a year. Before I was in the other company and they gave a very good and valuable information on how to handle it… Taxes and things like this. So when I started my own new company it was very logical for me to choose it. It was also good to leave them, to work with NAG. They helped also me as an entrepreneur, things how to make a company. For it is also important I always have contact with Fred Oldenhuizing, I always have contact with the same professional, later on I learned other people in the company and for them it is the same."

4. *Do you <mark>agree</mark> or disagree that website and social media communication provides:*

Website:
- <mark>lack of control over spread of information</mark>
- lack of quality of information
- personalised approach
- <mark>ease of access to information</mark>
- <mark>level of quality of an organisation (up-to-date, trustful)</mark>

Social Media (Facebook and LinkedIn):
- lack of control over communication
- <mark>lack of control over spread of information</mark>
- lack of quality of information
- <mark>personalised approach</mark>
- <mark>ease of access to information</mark>
- <mark>constant communication and immediate response</mark>
- level of quality of an organisation (up-to-date, trustful)

"I don't use Facebook myself."

5. *What features of online communication would make you maintain relationship with NAG?*
- <mark>access to information</mark>
- contact information
- pictures and general graphics
- ease of use
- <mark>client-orientation of the website and social media page</mark>

   Why do you think so?
   Information on the website. Front page – news item, to look on the website for news more often.
   "It is more important about what information you put on the website than how interactive it is."

   "When everyday there are some news it is always good to look on the website, more often. There are always so many interesting news about accounting, law."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client <mark>3</mark>
- Satisfying service needs of a client <mark>2</mark>
- Satisfying a client with the best result <mark>1</mark>

   Why do you think so? What do you think about the rest?
   To get the service – accounting

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
   1. background and history of a company
   2. <mark>service and product description</mark>
   3. financial and policy information
   4. contact information

- *sharing of feelings and thoughts:*
   1. <mark>engage you in decision-making</mark>
   2. take into account your opinion
   3. involve you in solving problems

What do you think about this? Would you appreciate it?
Important - decision-making, self-decisions; professionals – give good information about the situation, entrepreneurship, and strategy.

"I always have to make my own decisions, but I need information to make them, information about situation, about taxes, accounting, entrepreneurship, strategy, things to think about and information about my won company to make decisions."

What kind of information do you share with NAG?

First their opinion, then his own. Trust in their services, information on accounting.

"First I will ask their opinion, and then I will tell my own, and then I make a decision, if I have to adjust my own opinion."
"When it's about accounting, I always take an advice, I am not specialised in it"

What would you change or do better?
Nothing. Good enough.

8. *How does NAG communicate with you?*

   - <mark>shows interest in listening to you and is engaged in conversation with you</mark>
   - receives information from you only
   - provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
NAG asks information from him, then work on an issue and provides him with feedback.

How should NAG communicate with you on the Internet?
E-mails – look there for information. Suggestion: Log-in page, where a client can log in with a client number, so NAG can put all the details regarding a client there. He changed e-mail, some e-mail accounts were deleted – all information (messaging with NAG) is gone.

"If you think about this, what can be efficient, if you have e-mails then I have to look something, I have to look to my e-mails for information, so what would be maybe more efficient is log-in page where I log in with my client number, where everything, all the information. They can also send it to my e-mail. If I have that information one year ago, I can check my e-mail, but I changed my e-mail, and don't have that old anymore, so all information is gone."

Image of NAG

1. *What do you know about NAG's background and products/services?*
   - <mark>accounting and consultancy company</mark>
   - established in 2004
   - <mark>services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances</mark>
   - main focus - Dutch market; fields: construction and trading
   - clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
   - website
   - <mark>face-to-face communication</mark>
   - word-of-a-mouth communication (from friends, business partners, networking)

- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

Did not know a lot about NAG, just Fred Oldenhuizing. For him it is not important to know the past activities of NAG.

"Did not know a lot about NAG, I was interested in Mr. Oldenhuizing, so the company's history was not interesting for me. But now I know more while work with them."

2. *What are the main values of NAG?*
- loyalty, trust, quality, reliability, simplicity, ==professionalism==, ICT technologies

NAG is also specialised and experienced in accounting, up-to-date with the developments in this area

"They know the law, they know the accounting rules, professionals."

How are these values shown in their behaviour towards you?
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

Results. A lot of communication with Fred Muller (one of the managing directors of NAG).

What influence does it have on the duration of your relationship?
- long-term or short-term relationship (1-5 years, 5 – 10 years and more)

3. *How does NAG approach you as a client? You can choose several options.*
- ==face-to-face communication/meetings==
- phone
- ==e-mail==
- newsletters ==(preferred)==
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
Newsletters
"I like newsletters."

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity ==(preferred)==
- discussions, meetings, advertising and educational campaigns
- ==consultation, debate==
- early incorporation, collective problem-solving

What should be changed or done better?
"It's okay."

5. *How would like to be approached by NAG?*
- ==Informative messages about developments and news==
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?
Client log-in system
"What we talked before, having client system."

Interview Transcript 2. Barteling Buizen

Date: 1st April 2014
Time: 14.00 – 14.30
Place: Aduarderdiepsterweg 14/1, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Barteling Buizen/ Retailer of steal all over the world/ Director Jan Maena Betten

Introduction

1. *How did you get to know about NAG?*
   From bookkeeper of his company, NAG did year results accounting – noticed NAG doing this

   "My bookkeeper from the company noticed company, cause they did year accounting. Then we grew and started to use other services."

2. *How long is your cooperation with NAG?*
   10 – 12 years

3. *Why did you choose NAG?*
   Bookkeeper – knew NAG, results – how NAG dealt with taxation for him, their own bookkeeper could not do this, according to the law necessary to use registered accountant.

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised

   Explain your answer. What do you think about the rest options?
   Barteling Buizen does not use Facebook. Colours – does not matter. Background - how old the company is, how many years operate – shows how good or bad the company is. If information is organised – shows that a company put some effort in this, then services are also organised.

"Colours doesn't interest me. Background says it's a good a company that exists one year or two. The way they organise things - must be trustful, the way they organise shows the way they organise services."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
-   NAG wants and tries to build long-term relationship with you
-   I value relationship with NAG more than with other organisations
-   I prefer to work with NAG rather than not
-   I have a long-lasting relationship/connection with NAG

    Explain your answer.
    NAG advises in the end of the year on what to do to have better numbers (regarding accounting/finances), even if he does not ask for it. NAG - specialised in law, taxation and knows the interest of Barteling Buizen in selling, take it into account.

    "Because they advise me. In the end of the year you see the numbers, how you worked and they advise me what to do, even though I don't ask for it. You can do this better, that do. They specialise of course in numbers, law taxes. My specialism to sell as much products as possible."

4. *Do you agree or disagree that website and social media communication provides:*

Website:
-   lack of control over spread of information
-   lack of quality of information
-   personalised approach
-   ease of access to information
-   level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
-   lack of control over communication
-   lack of control over spread of information
-   lack of quality of information
-   personalised approach
-   ease of access to information
-   constant communication and immediate response
-   level of quality of an organisation (up-to-date, trustful)

    Not a fan of Facebook or LinkedIn. Social Media is not good for a customer – supplier relationship.
    "I am not fond about Facebook and LinkedIn for the companies."
    "I was a member of LinkedIn, but my customers want to have contact with me, and my suppliers also."

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- <mark>contact information</mark>
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?
To phone NAG and ask for an advice or a question. To contact personally – more and better information.

"Only contact information for this company, if I have a question, I want to phone them, with the work they do it is not possible to put online, their work is complex."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client <mark>2</mark>
- Satisfying service needs of a client <mark>3</mark>
- Satisfying a client with the best result <mark>1</mark>

Why do you think so? What do you think about the rest?
It is all about the end result. Can be good guys – workers, but bad, not satisfactory and sufficient job. Best result (other two contribute to it also). Information on what they do, for example, is important.

"I don't have knowledge in what they do, they have to fill me."

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
  1.background and history of a company
  2.<mark>service and product description</mark>
  3.<mark>financial and policy information</mark>
  4.contact information

- *sharing of feelings and thoughts:*
  1.<mark>engage you in decision-making</mark>
  2.take into account your opinion
  3.<mark>involve you in solving problems</mark>

What do you think about this? Would you appreciate it?
He prefers to keep it like this. NAG listens to his opinions.
"They listen. When I have a question I can always call them and then I have their opinion and their advice."

What kind of information do you share with NAG?
All information about the company and issue is usually told to NAG.

"They know everything about my company, it has to be."

What would you change or do better?
"It is good so."

8. *How does NAG communicate with you?*
   - <mark>shows interest in listening to you and is engaged in conversation with you</mark>
   - receives information from you only
   - provides information to you and is not expecting to hear from you in return

   Do you want to change it? If yes, how?
   He prefers to go to the Website, but to contact NAG personally.
   "I would still call them. It depends on the question. I ask a lot on the e-mail."

   How should NAG communicate with you on the Internet?
   E-mailing or phone at the moment is better than online communication.
   "Then they have to sit on the desk service. I don't think they will do this."

Image of NAG

1. *What do you know about NAG's background and products/services?*
   - <mark>accounting and consultancy company</mark>
   - <mark>established in 2004</mark>
   - services: <mark>accounting, consultancy management</mark>, audit, advice on taxation, subsidy, legacy and finances
   - main focus - Dutch market;
   - fields: construction and trading
   - clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

"I was customer before they NAG. Before this it was AB."

   How did you get to know about it?
   - website
   - <mark>face-to-face communication</mark>
   - <mark>word-of-a-mouth communication (from friends, business partners, networking)</mark>
   - media/press
   - phone
   - e-mail
   - newsletters
   - letters
   - social media
   - <mark>business fairs</mark>

2. *What are the main values of NAG?*
   - <mark>loyalty,</mark> trust, quality, <mark>reliability</mark>, simplicity, professionalism, <mark>ICT technologies</mark>

How are these values shown in their behaviour towards you?
NAG is always well prepared, knows answers to all the questions. The same person from NAG works with him – value this, makes this person know everything about Barteling.
"They know my company, I work always with the same person."
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?
- long-term or short-term relationship (1-5 years, 5 – 10 years and more)
Has an influence - know each other better and want to continue cooperation.

3. *How does NAG approach you as a client? You can choose several options.*
- <mark>face-to-face communication/meetings</mark>
- <mark>phone</mark>
- <mark>e-mail</mark>
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
It is good like this. It is important that NAG is here when he needs it.
"Most important is they have to be there when I need them."

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- <mark>consultation, debate</mark>
- early incorporation, collective problem-solving

What should be changed or done better?
Nothing to be changed

5. *How would like to be approached by NAG?*
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- <mark>Dialogue - possibility to provide feedback and evaluation to NAG</mark>

How would you like to be approached on the Internet?
Will be different on the Internet and not faster. Information on the Website is not relevant for him. Social Media and Website are more for general audience, not to approach a client.

"No, not for my feeling. It wouldn't be faster or easier. I don't think they can do more for me if it goes through the Internet. I don't think I can do something

with it. When I want something from them I ask if they can do it for me personally".

"It is more to get more customers."

Interview Transcript 3. De Nieuwelande Groep

Date: 2nd April 2014
Time: 10.00-10.30
Place: Emmaplein 2, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: De Nieuwelande Groep/ Advisors for Integral Management/ Groningen/ Managing Director Eugene Stokker

Introduction

1. *How did you get to know about NAG?*
   Worked together in the other company. Knows Fred Oldenhuizing (CEO of NAG) for 25 years.

2. *How long is your cooperation with NAG?*
   5 years

3. *Why did you choose NAG?*
   He knew Fred Oldenhuizing (CEO of NAG) before becoming a client of NAG

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised

   Explain your answer. What do you think about the rest options?
   Shows that NAG does right thing.

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
   - NAG wants and tries to build long-term relationship with you
   - I value relationship with NAG more than with other organisations
   - I prefer to work with NAG rather than not
   - I have a long-lasting relationship/connection with NAG

Explain your answer.
NAG wants to have long-term relationship with him. Long lasting connection with Fred – worked together before.

4. *Do you* agree *or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

   Why do you think so?
   This kind of information is necessary for everybody, every client.

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client 3
- Satisfying service needs of a client 2
- Satisfying a client with the best result 1

   Why do you think so? What do you think about the rest?
   NAG has to satisfy all clients. NAG should do the right thing for clients and potentials.

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
   1. background and history of a company
   2. service and product description
   3. financial and policy information

4.contact information

- *sharing of feelings and thoughts:*
  1.engage you in decision-making
  2.take into account your opinion
  3.involve you in solving problems

What do you think about this? Would you appreciate it?
Satisfactory.

What kind of information do you share with NAG?
Not every person at NAG is expert. There are two experts – to share company's information with them or to share it with Fred only.

What would you change or do better?
Good and enough. Just to talk about the problem.

8. *How does NAG communicate with you?*
   - shows interest in listening to you and is engaged in conversation with you
   - receives information from you only
   - provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
To be more engaged with NAG, to provide them feedback on the service they do.

How should NAG communicate with you on the Internet?
To respond with the use of online media (feedback)

Image of NAG

1. *What do you know about NAG's background and products/services?*
   - accounting and consultancy company
   - established in 2004
   - services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
   - main focus - Dutch market; fields: construction and trading
   - clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
   - website
   - face-to-face communication
   - word-of-a-mouth communication (from friends, business partners, networking)
   - media/press
   - phone
   - e-mail
   - newsletters
   - letters
   - social media

- business fairs

2. *What are the main values of NAG?*
- <mark>loyalty, trust,</mark> quality, reliability, simplicity, professionalism, ICT technologies

   How are these values shown in their behaviour towards you?
- <mark>works in close cooperation with clients</mark>, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

   What influence does it have on the duration of your relationship?
- long-term or short-term relationship (<mark>1-5 years</mark>, 5 – 10 years and more)

   Now relations with NAG are more intensive than 5 years ago, when he started using NAG's services. This makes him feel to work further together.

3. How does NAG approach you as a client? You can choose several options.
- face-to-face communication/meetings
- <mark>phone</mark>
- <mark>e-mail</mark>
- newsletters
- letters
- media/press
- website
- social media
- business fairs

   What should be changed or done better?
   NAG should use more sources: website, business fairs.

4. How do you communicate with NAG?
- <mark>newsletters, reports, memos, free publicity</mark>
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

   What should be changed or done better?
   It is good.

5. How would like to be approached by NAG?
- <mark>Informative messages about developments and news</mark>
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

   How would you like to be approached on the Internet?
   "The problem is that nowadays it is necessary for everybody to do Internet. It is necessary for everybody, and after that it is necessary to do sms, mail etc. NAG should everything on the Internet. Nowadays it is Internet, sms, mail, Linked In, etc., and Facebook. It's necessary, but it's also very difficult to say everything about Facebook."

"Now it is difficult for older people by NAG do the things about Facebook or there only few candidates, Fred for example, is fond of Facebook."

"I don't know Linked In, but nowadays millions of people in Holland do Linked In."

It is necessary to realise that companies use lots of media, the more they use media, adapting to changes every month bring into it – the more qualitative the company is.

Date: 3rd April 2014
Time: 11.00-11.30
Place: Capellastraat 3, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Cultureel Maatschappelijk Zorgbureau & Stad En Ommeland Zorggroep (UW PGB) / Healthcare / Groningen Province / Director Sjoerd Van Der Velde

Introduction

1. *How did you get to know about NAG?*
    He was looking for a bookkeeper/ administration, had different meetings with various companies. Rick Muller (employee within his company) is son of Fred Muller (NAG Director), told about NAG.

2. *How long is your cooperation with NAG?*
    4 years

3. *Why did you choose NAG?*
    It feels all right. Good to work with those, who know company and show interest in it.

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
    - treats clients fairly
    - is open in operations
    - involves clients in decision-making
    - takes opinions into account
    - keeps promises
    - has experience and professionalism
    - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
    - visual aspects: graphics, layout, colours, pictures
    - background and values of an organisation
    - product/service description and contact details
    - how information is organised

    Explain your answer. What do you think about the rest options?
    Prefers phone towards website. Website does not say anything about the company. People choose what to put on the Website, to show what they are doing. Prices are important to be seen on the Website.

    "It is possible that they something how they are, they choose what they put on the Internet, I am not sure if theta true."

"Most important is service and product description, so we know what they are doing" I don't like it when they are no prices on the website."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG

Explain your answer.

He is not sure whether to maintain relationship with NAG. He would like to know what is the cost for the services for the next year, and to talk about what to expect. Most of the contact is with Fred Muller, don't see that NAG tries, does not have a lot of experience with other employees of NAG.

"We are not 100 per cent sure if we are going to maintain relationship. We would like to know what will be the cost next year. We ask for it about more than a year ago and it still keeps going, but we never seat around the table and talk what it will cost."

"We want to talk about what we can expect. We want to make choices, we want to choose, but we want to know what we are going to choose."

"It is difficult to value something if you don't know how others do this."

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

With regard to website: it is important how the work is delivered and what is the quality of the work itself, website does not say anything about the quality. With regard to social media: to have persons who work on it and those who likes to use social media agrees with the use of it in the company.

"Quality is more than if it is up-to-date or trustful."
"You need people to watch that process." (Social Media)
"You don't know the level of quality of information."

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?
Online communication will not have an influence on the maintenance of relationship. Prefers personal approach with Fred Muller.
Aligned texts are also important - pictures and graphics. Navigation must be easy – ease of use, this gives first impression. He is not a user of Facebook – no links to Facebook.

"I don't think if they change anything on the Website will influence if we are going to maintain relationship with them or not. It is only important t if we are looking for a company to work with."

"I like when the website is…not different things, but aligned texts, cursive, bold, the way of navigation on the website, I don't like to click it ten times. I like it when it not too many different pages on the Website. But that's my opinion."

"I don't like to Facebook, some people find it important. I have a profile, but I don't know my password."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client 2
- Satisfying service needs of a client 1
- Satisfying a client with the best result 3

Why do you think so? What do you think about the rest?
Considers it all to be equally important. The best result is important, but it is not possible to say whether it is the best or not, it is necessary to compare then. Service is more important – how quickly they respond, how long the service will take.

"Important thing is response time. Sometimes it is informational, sometimes it's service. Most important I find the time I have to wait for the result, for the service. I need sometimes information, sometimes it's service but most of time I need it quick. It is the most important how long I haver to wait on the information, on the service."

7. How open is NAG in the relationship with you? You can choose several options from both of the categories given below:

- *sharing of organisational information:*
  1. <mark>background and history of a company</mark>
  2. service and product description
  3. financial and policy information
  4. contact information

- *sharing of feelings and thoughts:*
  1. engage you in decision-making
  2. take into account your opinion
  3. involve you in solving problems

What do you think about this? Would you appreciate it?

When he started to work with NAG there was little known about them, now he knows more about NAG. NAG doe not answer on questions about service (to know what is going on, the amount of work, time for it, price).

What kind of information do you share with NAG? What would you change or do better?
He prefers to meet and discuss it with NAG with regard to the service itself and the price for it.
For NAG it is better to do the work and then to say how much it is, for him - he would like to control the situation to some extent. NAG are the experts, employees, they plan the work for him. He wants to control the agreement and price. However, this is at low priority, more important that things are done.

"It is better if we get around the table and talk about it. To meet and discuss service and prices. We want to know what is amount of work, what the price per hour, so we can do the math, but we don't know how many work they are going to do, and for them it is easier not to tell amount of work, it's easier for them to do amount of work and then to give the price, and we want to control how many work it's going to be. They need to plan it, but we want to control it."

"Most important the things are done, the things that have to be done."

8. How does NAG communicate with you?
- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- <mark>provides information to you and is not expecting to hear from you in return</mark>

Do you want to change it? If yes, how?
He prefers to come to a table and discuss – action/response/feedback. He would like to have the results. The process between the result and agreement is important to have a possibility to be happy about agreements. For him it is important that the price is not too high, for NAG – they are paid enough. He knows the price list, wants to know in the beginning how many hours it can take NAG to make certain

work for him. He wants to be sure in their expertise, to see that and receive it from them.

How should NAG communicate with you on the Internet?
On the Internet it is more general information, as the price list and services varies for each client. To communicate such information so the client knows what to expect.

"We need some input to know what the price will be. The process starts when we seat around the table … Action and response and feedback. I want to have the result, the process in between it's important to have a possibility to be happy about the agreements. It's important for us that the prices not high, and it's important for them that we will pay enough, that they are not going to … they want to make money, that's important for them, and that's important for continuance of existence."

"I want to know at the start how many hours it will take to do certain job. They have this expertise, and we need that expertise to make certain choices. We have to make money ourselves. If we do so, and we have to pay accountant more than our profit, that's not what we want to do. "

Image of NAG

1. *What do you know about NAG's background and products/services?*
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market; fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

There was certain problem in the company, Fred Oldenhuizing (CEO of NAG) found an account in Germany for him that took administration for his company. Fred did not take part in finding a solution.

How are these values shown in their behaviour towards you?
- <mark>works in close cooperation with clients</mark>, guarantees maximum control and attention to data and analysis, delivers modernised services, treats each client equally

Fred Muller has a weakness - does not like to tell bad news.

What influence does it have on the duration of your relationship?
- long-term or short-term relationship (1-5 years, 5 – 10 years and more)
  This does not have an influence on the longitude of the relationship. Fred Oldenhuizing did not take part in finding a solution for him. He was uncertain with having a German account, there was not enough explanation given why it was necessary to have that account and to do certain activities. Another accountant he had, had a different perspective on that issue. He wants to take control over the solution.

3. *How does NAG approach you as a client? You can choose several options.*
- face-to-face communication/meetings
- <mark>phone</mark>
- <mark>e-mail</mark>
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
Newsletters – when there are important things for him to know.
"Only when there are important things for us it's important"

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- <mark>consultation, debate</mark>
- early incorporation, collective problem-solving

Phone/E-mail. He prefers to contact NAG, when there is an issue.
"More communication is when I tell I need those or that. When I need something done." "They know what they can expect from me."

What should be changed or done better?
Fine like this.

5. *How would you like to be approached by NAG?*
- Informative messages about developments and news
- <mark>Persuasive, expert communication of NAG with you</mark>
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?
It is good if NAG shows expertise and knowledge about the developments and news in accounting. He wants to receive newsletters if NAG searches something for a client before a client knows it himself. NAG does expert communication with him. It is important to have cost-benefit balance.On the Internet e-mail and messaging should be more informative.

"I gather information myself, but I think it's good for them that they show probably more often that they have the same knowledge and it's showing you expertise, when they do it, it enhances the level of trust, they are closely watching what's going on. It would be better if they're earlier, first telling me, and not I am asking them. But I also realise if they are doing much work, more information and newsletters cost money, some person has to do, and if they do it much often then the price can get higher, they need to find balance. I also don't like it when they send me every month a lot of newsletters, and I don't want to pay for newsletters."

"When we have an expertise question we approach them. I want to feel that they are experts. But I think they do that."

"When I want to send an e-mail, I don't use possibility of e-mailing through Facebook I don't want to discuss things on forum."

Interview Transcript 5. Paddepoel Fietsen

Date: 4th April 2014
Time: 10.00 – 10.15
Place: Eikenlaan 318-320, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Paddepoel Fietsen / Bicycle and Repair Shop / Groningen area /
Directors Peter Oest & Martin Haijkens

Introduction

1. *How did you get to know about NAG?*
   From Martin, did business together, used services of NAG.

2. *How long is your cooperation with NAG?*
   6 years

3. *Why did you choose NAG?*
   Looked for an accounting company in this area, was the closest.
   Before had a company on the other side of the Netherlands, it's easier to be able to come to the office.

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised

   Explain your answer. What do you think about the rest options?
   "If you can reach them easily by phone or e-mail, it's always good." Peter

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
   - NAG wants and tries to build long-term relationship with you
   - I value relationship with NAG more than with other organisations
   - I prefer to work with NAG rather than not
   - I have a long-lasting relationship/connection with NAG

Explain your answer.
"Communication is better than we had before." Martin
"It's short, short lines." Peter

4. *Do you ==agree== or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ==ease of access to information==
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ==ease of access to information==
- ==constant communication and immediate response==
- level of quality of an organisation (up-to-date, trustful)

5. *What features of online communication would make you maintain relationship with NAG?*
- ==access to information==
- ==contact information==
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

   Why do you think so?
   To check it only for contact information once

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client ==2==
- Satisfying service needs of a client ==3==
- Satisfying a client with the best result ==1==

   Why do you think so? What do you think about the rest?
   That's what they need
   "The end result is what matters." Peter

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
   1.background and history of a company
   2.service and product description
   3.==financial and policy information==

4.contact information

- *sharing of feelings and thoughts:*
  1.engage you in decision-making
  2.take into account your opinion
  3.<mark>involve you in solving problems</mark>

  What do you think about this? Would you appreciate it?
  Yes, it's okay

  What kind of information do you share with NAG?
  Only issue, request

  What would you change or do better?
  Nothing

8. *How does NAG communicate with you?*
- <mark>shows interest in listening to you and is engaged in conversation with you</mark>
- receives information from you only
- provides information to you and is not expecting to hear from you in return

  Do you want to change it? If yes, how?
  No

  How should NAG communicate with you on the Internet?
  "It will take too long." Peter

Image of NAG

1. *What do you know about NAG's background and products/services?*
- <mark>accounting and consultancy company</mark>
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market; fields: construction and trading
- <mark>clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy</mark>

  How did you get to know about it?
- website
- <mark>face-to-face communication</mark>
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*
- <mark>loyalty, trust</mark>, quality, reliability, simplicity, <mark>professionalism</mark>, ICT technologies

How are these values shown in their behaviour towards you?
- <mark>works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally</mark>. "If you ask something you get always response, most of the time the same day." Peter

What influence does it have on the duration of your relationship?
- long-term or short-term relationship (1-5 years, 5 – 10 years and more)
  "Not for the long term, but it's always looking one, two, three years ahead. Not only for relationship with them, but just in general." Peter

3. *How does NAG approach you as a client? You can choose several options.*
- <mark>face-to-face communication/meetings</mark>
- <mark>phone</mark>
- <mark>e-mail</mark>
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
Nothing

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?
None. Telephone – telling the issue/request. Face-to-face communication.

5. *How would like to be approached by NAG?*
- <mark>Informative messages about developments and news</mark>
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?
Special problem - in a dialogue. Informative communication on the Internet.
"In general is the first one, I think. Concerning our company in a dialogue."
Martin

"We hope to stay in business with them." Martin

Interview Transcript 6. Brand Communications

Date: 4th April 2014
Time: 14.00 – 14.30
Place: Westerkade 18a, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Brand Communications / Communication / Groningen / Director Gerrit Brand

Introduction

1. *How did you get to know about NAG?*
   Long time ago. He knows Fred for 30 years, before NAG, from another company, where he was doing accounting for himself. He always stayed with Fred. (Fred Oldenhuizing– CEO of NAG)

2. *How long is your cooperation with NAG?*
   10 years

3. *Why did you choose NAG?*
   It happened so. "It was not very much really deliberately chosen."

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly (2)
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account (1)
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures (2)
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised (1)

   Explain your answer. What do you think about the rest options?
   "I would say what is important to trust them is how information is organised, what kind of information they give, how they present themselves. Like they have to have a good story, for an accountant it's important, and because I know them. If I wouldn't know them I would say okay very important is the visual aspect. Sometimes you get impressed by the very nice website, you think wow it's a good company, and they get to know there is only one guy running it."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you (2)
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG (1)

    Explain your answer.
    "I have a long lasting relationship. One you are in hands of an accountant. You don't break it easily, cause they know everything about you."

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach (3)
- ease of access to information (1)
- constant communication and immediate response (2)
- level of quality of an organisation (up-to-date, trustful)

"It's mostly about the words, the language. In Dutch we have U and Je. If you make with U it's more distance than if you start with JE. In past years it's more that they use JE in the Netherlands."

"You decide what you put on it. Let's talk about Facebook and LinkedIn. But you don't know what other people do with it, maybe they will send it to your enemy or competitor."

"Ease of access is very good. I use Facebook for approaching people. Like for example I send messages through Facebook and you have a feeling that people accept it better than if you send and e-mail. If I send you a message on Facebook, you think as a friend, but if I send you an e-mail, you feel as a client."

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?
"I think it would be good for them to be on Social Media, because of these, of interaction between a client and a company. Although they are quit good in maintaining contact with a client."

6. *What means client-orientation of NAG to you? Rank the options given below.*
   - Satisfying informational needs of a client <mark>2</mark>
   - Satisfying service needs of a client <mark>1</mark>
   - Satisfying a client with the best result <mark>3</mark>

   Why do you think so? What do you think about the rest?
   "You expect them to do the best. Service means sometimes they know the bank, so you drop it to them and they drop to the bank. Cause the bank doesn't believe you, but if they give it to the bank, then it's more official. Informational needs that is sometimes that comes automatically."

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

   - *sharing of organisational information:*
     1. <mark>background and history of a company</mark>
     2. <mark>service and product description</mark>
     3. financial and policy information
     4. <mark>contact information</mark>

   - *sharing of feelings and thoughts:*
     1. <mark>engage you in decision-making</mark>
     2. <mark>take into account your opinion</mark>
     3. <mark>involve you in solving problems</mark>

   What do you think about this? Would you appreciate it?
   Good. Yes

   What kind of information do you share with NAG?
   "What I share with them? I share my everything. I get a long well with Fred. But normally you share everything about a company. What projects you are working on, how you expect it will go, how much money you expect to make or not to make, the trouble you have."

   What would you change or do better?
   Nothing

8. *How does NAG communicate with you?*
   - <mark>shows interest in listening to you and is engaged in conversation with you</mark>
   - receives information from you only
   - provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
"These things depend on you as a client. I can imagine there are people that are really closed."

How should NAG communicate with you on the Internet?
"It won't change much, because the mentality of the client will stay the same. It would be good that a client could find some more information on the Website, isn't. But what, it's the question."

"I think that every company has to have a human face. You know like, that's why they have this advertisement with everybody standing in front of the building on the picture and that is also done to show: "Look we are people". These are the people who work for you. And I think it's important for making the website, the people can find information about them. Imagine a girl who is working for them is pregnant, so put on the website, or if Fred is on the business trip to China or Bangladesh, it's nice to see. You can also put on Facebook. But you always have to be careful."

Image of NAG

1. *What do you know about NAG's background and products/services?*
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

   How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

   How are these values shown in their behaviour towards you?

- **works in close cooperation with clients**, guarantees maximum control and attention to data and analysis, delivers modernised services, treats each client equally

   What influence does it have on the duration of your relationship?
- **long-term** (5-10 years)or short-term (1-5 years) relationship
   "The have to work in close cooperation."

3. *How does NAG approach you as a client? You can choose several options.*
- **face-to-face communication/meetings**
- **phone**
- **e-mail**
- newsletters
- letters
- media/press
- website
- **social media**
- business fairs

   What should be changed or done better?
   "For me it's the best. Newsletter is not that important for me. I never read them."

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- **discussions, meetings, advertising and educational campaigns**
- consultation, debate
- early incorporation, collective problem-solving

   What should be changed or done better?
   "I have meting with Fred or Alida, she is doing my thing."

5. *How would like to be approached by NAG?*
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- **Dialogue - possibility to provide feedback and evaluation to NAG**

   How would you like to be approached on the Internet?
   "I think there are certain things it's better to sit and discuss around the table. I am in a lucky situation, that I am not really far from them, so I don't have to take far to visit them. So I can contact Fred or Alida and then we get a message: I can drop by, and we make a decision. So we are very quick in taking decisions."

Interview Transcript 7. BBA experts in bedrifsverzekeringen

Date: 8th April 2014
Time: 9.30-10.50
Place: Emmaplein 2, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: BBA experts in bedrijfsverzekeringen / Insurance / Groningen / Director A. Bert Bos

Introduction

1. *How did you get to know about NAG?*
   Worked in ING. Fred Oldenhuizing (CEO of NAG) was a customer of ING, got to know him from there.

2. *How long is your cooperation with NAG?*
   1 year as a company;13 years knows Fred.

3. *Why did you choose NAG?*
   Last year started his own company and left from ING. Asked Fred if he can help him, he needed some room for his office (in the building of NAG Fred gave it to him) and also with accounting and new company (BBA).

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

   Explain your answer. What do you think about the rest options?
   "It is stated on the Website of Fred, of NAG. I am not looking so often on the sites. I look on it, in the beginning I look, after that no more."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not

- I have a long-lasting relationship/connection with NAG

Explain your answer.
"I know Fred for many years."

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

"I have LinkedIn too, I use it. I have no Facebook. Our generation is not so fond of Linked or Facebook. Young people look more on social media than me. We have to have more face contact, our generation."

"I have no opinion about Facebook or Linked In. I don't use it."

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?
"My communication is by telephone, with NAG, or by phone. Face is important, and by mail with Bart."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client 2
- Satisfying service needs of a client 1
- Satisfying a client with the best result 3

Why do you think so? What do you think about the rest?

7. How open is NAG in the relationship with you? You can choose several options from both of the categories given below:

- *sharing of organisational information:*
  1.background and history of a company
  2.service and product description
  3.financial and policy information
  4.contact information

- *sharing of feelings and thoughts:*
  1.engage you in decision-making
  2.take into account your opinion
  3.involve you in solving problems

  What do you think about this? Would you appreciate it?
  "You have a good relationship when you have face contact with your client and that he will inform me about things what to do and what not to do."

  What kind of information do you share with NAG?
  "Information about my company, and we have to pay tax, everyone in Holland has to pay tax and he tells me how to do that."
  Shares financial information.

  What would you change or do better?
  Nothing

8. How does NAG communicate with you?
- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

  Do you want to change it? If yes, how?
  No

  How should NAG communicate with you on the Internet?
  "Communication with Internet. No, only just by e-mail. Two-way communication."

Image of NAG

1. What do you know about NAG's background and products/services?
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

"From my last job at ING."

2. *What are the main values of NAG?*
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?
- long-term (5-10 years) or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
Nothing

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving
  "I phone them."

What should be changed or done better?
Nothing

5. *How would like to be approached by NAG?*
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- <mark>Dialogue - possibility to provide feedback and evaluation to NAG</mark>

How would you like to be approached on the Internet?
"Mail. I go to the website, yes. Social Media… We are not a generation of Social Media."

Interview Transcript 8. Noveka

Date: 10th April 2014
Time: 16.10 – 16.40
Place: Emmaplein 2, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Noveka / Trade company – professional cleaning and maintenance supplies / Groningen / Sales Manager Rick Ratjes

Introduction

1. *How did you get to know about NAG?*
   Doing accounting with NAG for 15 years for Noveka
   "They've been our accountant for over 15 years, so when I went to the company they were already accountant."

2. *How long is your cooperation with NAG?*
   15 years

3. *Why did you choose NAG?*
   NAG was already an accountant of a company he works in
   "I can't decide on them, NAG was already accountant of the company I worked for."

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - <mark>takes opinions into account</mark>
   - keeps promises
   - <mark>has experience and professionalism</mark>
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - <mark>how information is organised</mark>

   Explain your answer. What do you think about the rest options?
   "Because visual is not interesting. It is marketing. It is how the information is organised then you can trust somebody, especially for a company like NAG it is important how they do it. It should very professional, very minimalistic. It is in my opinion."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- <mark>I have a long-lasting relationship/connection with NAG</mark>

   Explain your answer.
   NAG is an accountant for Noveka for 15 years.

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- <mark>lack of control over spread of information</mark>
- lack of quality of information
- personalised approach
- <mark>ease of access to information</mark>
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- <mark>constant communication and immediate response</mark>
- <mark>level of quality of an organisation (up-to-date, trustful)</mark>

5. *What features of online communication would make you maintain relationship with NAG?*
- <mark>access to information</mark>
- contact information
- pictures and general graphics
- <mark>ease of use</mark>
- client-orientation of the website and social media page

   Why do you think so?
   "Information flow is what is important, and not the graphics."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client <mark>2</mark>
- Satisfying service needs of a client <mark>1</mark>
- Satisfying a client with the best result <mark>3</mark>

   Why do you think so? What do you think about the rest?

7. How open is NAG in the relationship with you? You can choose several options from both of the categories given below:

- *sharing of organisational information:*
  1. background and history of a company
  2. service and product description
  3. financial and policy information
  4. contact information

- *sharing of feelings and thoughts:*
  1. engage you in decision-making
  2. take into account your opinion
  3. involve you in solving problems

  What do you think about this? Would you appreciate it? What would you change or do better?
  "I would suggest them to do bench marking. Because they have a lot of clients, which means they have a lot of general information, but they don't have enough information ready for competitors."

  What kind of information do you share with NAG?
  "Basically we share everything."

8. How does NAG communicate with you?
- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

  Do you want to change it? If yes, how?
  No

  How should NAG communicate with you on the Internet?
  "Yeah. More distant relations. I don't think that's better."

Image of NAG

1. What do you know about NAG's background and products/services?
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

  How did you get to know about it?
- website
- face-to-face communication

- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

    How are these values shown in their behaviour towards you?
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

    What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship
  YES!!

3. *How does NAG approach you as a client? You can choose several options.*
- face-to-face communication/meetings (once in a while!!)
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

    What should be changed or done better?
    "I'm quite okay with e-mail, and once in a while - face-to-face."

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

    What should be changed or done better?
    Nothing

5. *How would like to be approached by NAG?*
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?
Normal cooperation – dialogue
Internet – informational feeds / news feeds
"I would split it in half. Normal cooperation - in dialogue, and Internet - informational feed, I would use a sleek newsletter, so they provide me with what innovate in financial information, general market information."

Interview Transcript 9. Poelstra machinefabriek

Date: 10th April 2014
Time: 14.00 – 14.30
Place: Atoomweg 11, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Poelstra machinefabriek / Technical service, repairing, machine building / Groningen region / Director Bert Poelstra

Introduction

1. *How did you get to know about NAG?*
    Old relationship

2. *How long is your cooperation with NAG?*
    15-20 years with Fred Oldenhuizing; 10 years with NAG, before he came here in the business, had relations previously with Fred Oldenhuizing

3. *Why did you choose NAG?*
    NAG was already there in the company, when he came here

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
    -   treats clients fairly
    -   is open in operations
    -   involves clients in decision-making
    -   takes opinions into account
    -   keeps promises
    -   has experience and professionalism !
    -   assures ability to accomplish

    "Experience, professionalism, it's important, but if they are not friendly (laugh)."

2. *What is most important to trust NAG on the Internet?*
    -   visual aspects: graphics, layout, colours, pictures
    -   background and values of an organisation
    -   product/service description and contact details
    -   how information is organised

    Explain your answer. What do you think about the rest options?
    "I am not using Facebook, I never looked at their Website. I am using LinkedIn, but not very much. I am not a fan of that…It takes a lot of time, I don't see the benefits yet."
    "Product service, what they are doing, Form it must be practical. When I see all the news about Twitter and Facebook. When I see that tweet it doesn't bother me, it takes time. But that's my opinion."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- <mark>I have a long-lasting relationship/connection with NAG</mark>

Explain your answer.
Knows Fred Oldenhuizing for 20 years, NAG – for 10 years.

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

"When I don't want it. You don't must use it. When I put something on Facebook, I know it's public. You have to know what to put on Facebook or LinkedIn and what not. That's my opinion."

5. *What features of online communication would make you maintain relationship with NAG?*
- <mark>access to information</mark>
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?
"The information they use, the information that I can use."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client <mark>1</mark>
- Satisfying service needs of a client <mark>2</mark>
- Satisfying a client with the best result <mark>3</mark>

Why do you think so? What do you think about the rest?
"At first you have to know what the needs of a client are. I think the all three are very important."

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
    1.background and history of a company
    2.service and product description
    3.financial and policy information
    4.contact information
    "I never asked them, because we have long relations."

- *sharing of feelings and thoughts:*
    1.engage you in decision-making
    2.take into account your opinion
    3.involve you in solving problems

What do you think about this? Would you appreciate it?
"It's normal job they do with us, they advice us. That's the strong thing about them. I think this is more (the first) in the beginning of the relations, but if you already have relations – this decision-making, opinions, they are talking about, this important."

What kind of information do you share with NAG?
"Financial information, long-term information, about the possibilities to expand, ideas, because what I say, they make, they can advice financial problems – whether it is possibilities or not."

What would you change or do better?
Nothing

8. *How does NAG communicate with you?*
- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

    "They receive monthly financial information, once or twice a year, we talk about several things, we have conversation, face-to-face, and the third – providing information, not often. Sometimes we receive newsletters, but it's not very often."

Do you want to change it? If yes, how?
"They can advice not only personal, in face-to-face, they can advice with Internet newsletter, about changes on laws."

How should NAG communicate with you on the Internet?
Internet – newsletters.

Image of NAG

1. What do you know about NAG's background and products/services?
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

"A lot of face-to-face conversation, telephone, e-mails. That's how we communicate."

2. What are the main values of NAG?
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies
"It's a combination of things, mostly combination, not one."

How are these values shown in their behaviour towards you?
"It's a combination of parts I need from them. I am a small company, and mostly we talk to Fred. They know a lot of about one person. It's not only one person about one subject. The main reason why I am working with NAG, they are a small company, there are one or two contact persons, everybody knows about your situation, they have a variety of knowledge about your company. It's not like if I ask about something else, they need to contact another person."
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?
- long-term (5-10 years) or short-term (1-5 years) relationship

3. How does NAG approach you as a client? You can choose several options.
- face-to-face communication/meetings
- ==phone==
- ==e-mail==
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
Newsletters
"Some new subjects. Changes in law, changes in financial things, they can send newsletters. Normally when we need each other, we do it by e-mail or phone."

4. How do you communicate with NAG?
- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- ==consultation==, debate
- ==early incorporation, collective problem-solving==

What should be changed or done better?
Nothing

5. How would like to be approached by NAG?
- ==Informative messages about developments and news==
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

"What I talk about, information message, about news, about developments, it's always interesting to get to know about that from their point of view, they are professionals"

How would you like to be approached on the Internet?
Internet – information
Dialogue - face-to-face
"I am not a person of e-mail or Facebook, I prefer face-to-face communication. I am not going to the Website (to up-date myself with the news). I prefer newsletters."

Interview Transcript 10. IT Next

Date: 16th April 2014
Time: 10.30 – 11.00
Place: Emmaplein 2, Groningen
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: IT Next / Mobile Software / Groningen / Director Harry Wagenaar

Introduction

1. *How did you get to know about NAG?*
   From colleague

2. *How long is your cooperation with NAG?*
   4 years

3. *Why did you choose NAG?*
   Tax specialist recommended it to him. Knew Fred, made a list of a few names of accountants. Close to his office

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*
   - visual aspects: graphics, layout, colours, pictures
   - background and values of an organisation
   - product/service description and contact details
   - how information is organised

   Explain your answer. What do you think about the rest options?
   "I am a soft engineer. Probably for a lot of people things are emotional – colours. When I go to a website or mobile, the information should be clear, the information should be right there. Should be functional."

3. *What makes you maintain relationship with NAG? You can choose more than one option*.
   - NAG wants and tries to build long-term relationship with you
   - I value relationship with NAG more than with other organisations
   - I prefer to work with NAG rather than not
   - I have a long-lasting relationship/connection with NAG

Explain your answer.
"I am working 4 years with NAG, seems okay. We don't want to change too much."

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- <mark>lack of control over spread of information</mark>
- lack of quality of information
- personalised approach
- <mark>ease of access to information</mark>
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- <mark>constant communication and immediate response</mark>
- level of quality of an organisation (up-to-date, trustful)

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- contact information
- pictures and general graphics
- <mark>ease of use</mark>
- <mark>client-orientation of the website and social media page</mark>

   Why do you think so?

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client <mark>1</mark>
- Satisfying service needs of a client <mark>2</mark>
- Satisfying a client with the best result <mark>3</mark>

   Why do you think so? What do you think about the rest?
   "When I go to the website of NAG I want to get information as soon as possible. Service need is what I need. But best result is too general."

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*
- *sharing of organisational information:*
   1.background and history of a company
   2.service and product description
   3.financial and policy information
   4.contact information

- *sharing of feelings and thoughts:*
  1. engage you in decision-making
  2. take into account your opinion
  3. involve you in solving problems

What do you think about this? Would you appreciate it?

What kind of information do you share with NAG?

What would you change or do better?
"Last time I got a folder, a brochure, but I didn't read it, I don't know what to do with it."
"They do our account, they know everything about the company."
He shares his opinions with NAG

8. *How does NAG communicate with you?*
- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
"If there is kind of a lack, I would like them to be more proactive. Usually if we have question, we go to NAG and ask. But it would be good if they come and tell us something, advice."

How should NAG communicate with you on the Internet?
"Usually information goes on a phone or e-mail. It's okay. We don't need social media. Usually what we communicate it's privacy things, they don't go on Social Media. If it goes on social media – it should be something general."

Image of NAG

1. *What do you know about NAG's background and products/services?*
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail

- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*
- loyalty, ==trust==, quality, reliability, simplicity, professionalism, ICT technologies

   How are these values shown in their behaviour towards you?
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally
   "We have a relationship on trust, of course, but also not everything goes good, sometimes there are mistakes, and we are not always happy with it. If something happened, and decision is made, how they react. What's important, when something goes wrong we can talk about it."

   What influence does it have on the duration of your relationship?
- ==long-term (5-10 years)== or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*
- ==face-to-face communication/meetings==
- ==phone==
- ==e-mail==
- ==newsletters==
- letters
- media/press
- website
- social media
- business fairs

   What should be changed or done better?
   Nothing

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- ==discussions, meetings, advertising and educational campaigns==
- ==consultation, debate==
- early incorporation, collective problem-solving

   What should be changed or done better?
   Nothing

5. *How would like to be approached by NAG?*
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- ==Dialogue - possibility to provide feedback and evaluation to NAG==
   How would you like to be approached on the Internet?
   "I am an IT man, I am not sure if I will use it. One way. I shall be honest, I don't have time for this." Informative messages.

Interview Transcript 11. Van der Loo Optiek

Date: 17th April 2014
Time: 10.00 – 10.30
Place: Rijksstraatweg 178, Haren
Topic: Relationship with NAG and influence of online communication on it
Interviewer: Anna Popova
Interviewee: Van Der Loo Optiek / Haren / Optic Shop / Director Jan H. van der Loo

Introduction

1. *How did you get to know about NAG?*
   By a friend

2. *How long is your cooperation with NAG?*
   11 years (Started when NAG was called AB, for 2 years)

3. *Why did you choose NAG?*
   First conversation with Fred Oldenhuizing, was satisfied, knew Fred when NAG was called AB

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
   - treats clients fairly
   - is open in operations
   - involves clients in decision-making
   - takes opinions into account
   - keeps promises
   - has experience and professionalism
   - assures ability to accomplish

"Lately, especially yesterday, for the third time I have to pay too much tax. I pay a lot of money for this company for a year. They do my administration, but also taxes and income. And also each year I don't know how much tax I have to pay. But also Fred is a very good friend of mine. I don't understand why I have to pay, why you don't have within some limit. "

2. *What is most important to trust NAG on the Internet?*
- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

   Explain your answer. What do you think about the rest options?
   "Don't use any social media. "I don't think I can help you much here. It's not important for me. I have a shop, I have to look into my own, if I can look into my own account and if I have a nice overview, it's an option for me. I don't have time. I want you to have in the shop, to assist it all, it's very handy to have a girl like this. It's important if you want to get bigger. I don't need that."

"I want to have a company NAG. When I have a trouble or a question, I want to call and to talk to the right person, who can advice me, I don't want to look for information myself."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG

   Explain your answer.
   "I don't know other organisations. The thing with a tax happened third time since 2011 and it might be a break point."

4. *Do you agree or disagree that website and social media communication provides:*

Website:
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):
- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

   "I don't trust Internet. Only direct contact with banks. I don't take risks in life. I don't like Internet."

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

   Why do you think so?
   "I don't use it yet. Access to information is important, but access to my own information, to my own account. Ease of use, it must be easy to use. I want to be known by Fred Oldenhuizing, he must know everything about my company

and advice us this or that, what is better and he should say. 3 or 4 times we meet each other in a year and I would like to have some kind of information."

Internet
"I get a feeling I have to pay for this. Probably Mr. Oldenhuizing spends much money for this. I don't need this. I need it simple, I don't like fancy things."

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client 1
- Satisfying service needs of a client 3
- Satisfying a client with the best result 2

    Why do you think so? What do you think about the rest?
    "I need information that makes me happy, and after that I need a good result, and the service needs, of course it's important."

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
    1.background and history of a company
    2.service and product description
    3.financial and policy information
    4.contact information

- *sharing of feelings and thoughts:*
    1.engage you in decision-making
    2.take into account your opinion
    3.involve you in solving problems

    What do you think about this? Would you appreciate it?
    "They don't share anything. I don't need that, I know Fred Oldenhuizing for a long time. It's always good to get to know how things are going. When Fred is coming we always have a nice conversation."

    "At this time everybody has computers, Internet. I almost have double administration. NAG has a computer system, we also have computer system here, so everything is double. And I think: does it worth money? But you might know how to do job easier. I am traditional. I like traditional quality."

    What kind of information do you share with NAG?
    "They don't have secrets from me. I have a very good relation with Fred, and if I have question I can always ask them."

    What would you change or do better?
    "I am not specialist in finances, I am a hard worker in the shop. So I need to be cared of, to have good administration. Every client, small or big, is important for me, cause every client brings new client."

8. How does NAG communicate with you?
- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
No

How should NAG communicate with you on the Internet?
"Sometimes I get newsletters. But it's average. It's nice if I have newsletters for my shop. Tailor-made advice is better. To feel they're working for me, personal."

Image of NAG

1. What do you know about NAG's background and products/services?
- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?
- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. What are the main values of NAG?
- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?
- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

"I know he has a quality in the house, so I want to feel it more, I miss it somehow, miss that they are concerned about me." "I think they should give the good advice so I have to pay more. They have to tell upfront that we have

to pay a little bit more tax. Professionalism is questioned, they are accountants, should tell if I have to pay a lot more in advance."

What influence does it have on the duration of your relationship?
- <mark>long-term (5-10 years)</mark> or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*
- <mark>face-to-face communication/meetings</mark>
- <mark>phone</mark>
- e-mail
- <mark>newsletters</mark>
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?
E-mail.

4. *How do you communicate with NAG?*
- newsletters, reports, memos, free publicity
- <mark>discussions, meetings,</mark> advertising and educational campaigns
- <mark>consultation, debate</mark>
- early incorporation, collective problem-solving

What should be changed or done better?
E-mail communication

5. *How would like to be approached by NAG?*
- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- <mark>Dialogue - possibility to provide feedback and evaluation to NAG</mark>

How would you like to be approached on the Internet?
Not a user